



Healthy choices: policy guidelines for hospitals and health services



Healthy choices: policy guidelines for hospitals and health services

2016

Acknowledgements

The *Healthy choices: policy guidelines for hospitals and health services* is adapted from the Queensland Department of Health's *A better choice: healthy food and drink supply strategy for Queensland health facilities* (2007) and the Victorian Department of Education and Training's *School canteens and other school food services policy* (2012).

The Victorian *School canteens and other school food services policy* (2012) was based on the NSW Department of Health and NSW Department of Education and Training's *Fresh Tastes @ School NSW Healthy School Canteen Strategy* (2004).

Contact

For more information about the *Healthy choices: policy guidelines for hospitals and health services* contact <www.healthychoices@dhhs.vic.gov.au>.

To receive this publication in an accessible format phone 9096 9000 using the National Relay Service 13 36 77 if required, or email healthychoices@dhhs.vic.gov.au

Authorised and published by the Victorian Government, 1 Treasury Place, Melbourne.
© State of Victoria, Department of Health and Human Services December 2016.

Where the term 'Aboriginal' is used it refers to both Aboriginal and Torres Strait Islander people. Indigenous is retained when it is part of the title of a report, program or quotation.

ISBN 978-0-7311-7055-5 (pdf/online)

Available at <www.health.vic.gov.au/nutrition>

(1604006)

Contents

1. Introduction	iv
Why hospitals and health services?	1
The Healthy Choices framework	1
2. Healthy Choices in hospitals and health services	6
Why implement Healthy Choices?	9
3. Providing and promoting healthier choices	10
Healthy Choices food and drink standards	11
A whole-of-organisation approach to healthy eating	12
4. Implementation guide	13
Five steps for implementation	15
Step 1: Getting started	16
Step 2: Assessing the current situation	17
Step 3: Planning for change	18
Step 4: Putting the plan into action	19
Step 5: Monitoring and maintaining momentum	20
5. Healthy eating policy template	22
6. Food service agreement template	28
Appendix 1: Useful resources and websites	30

1

Introduction



Why hospitals and health services?

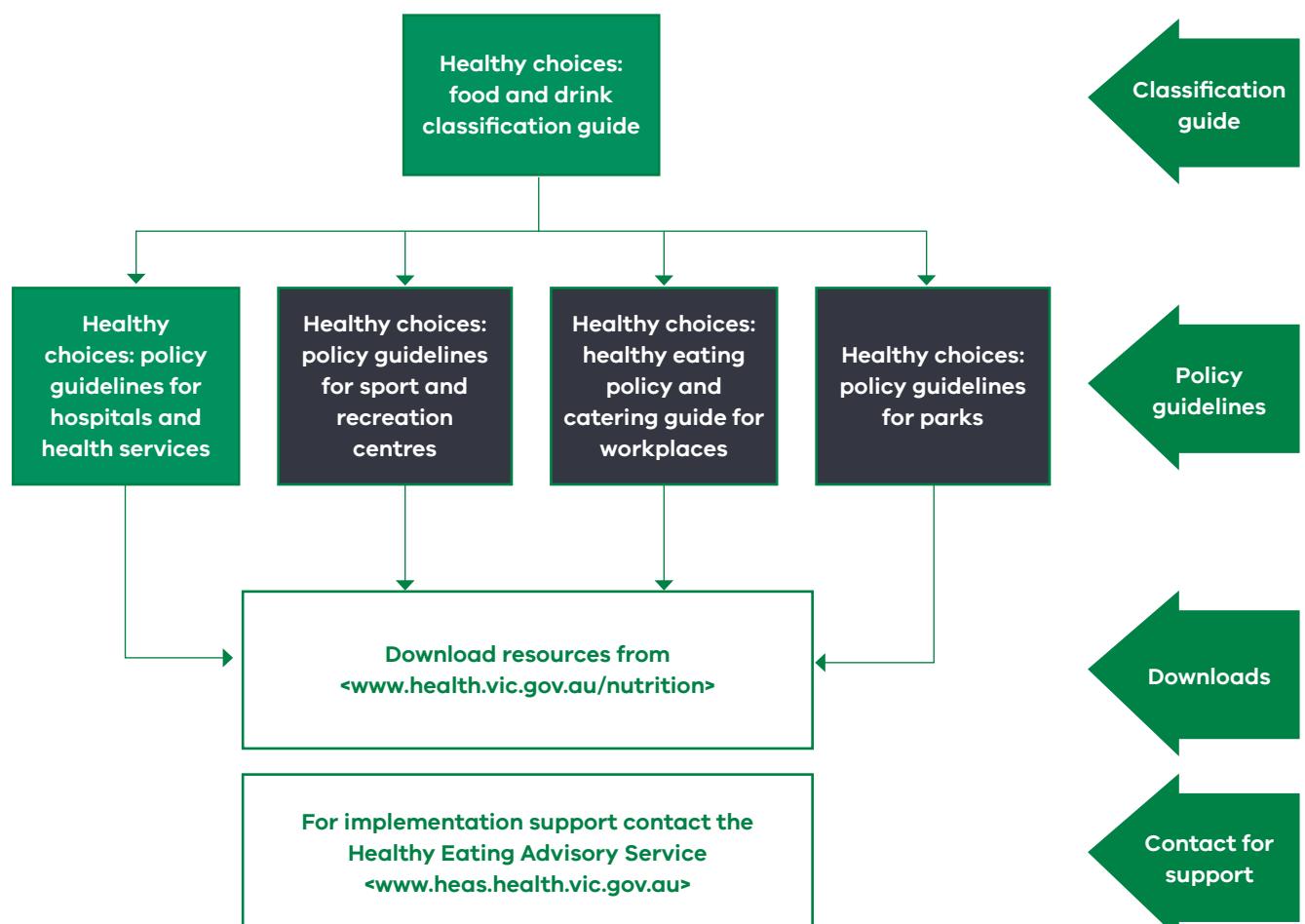
As public facilities with a high profile in the community, hospitals and health services play an essential leadership role in helping the health workforce and visitors make healthier dietary choices.

By implementing the Healthy Choices policy, hospitals and health services can contribute to the organisation's aim of caring for the health of Victorians.

The Healthy Choices framework

One-third of the burden of disease can be prevented. An analysis of the combined effects of thirteen dietary risk factors (such as, high sodium and sweetened beverage intake and low fruit, vegetable and fibre intake) found that they make up 7% of preventable disease burden. Other risk factors that caused high disease burden were tobacco use (9%), high body mass (5.5%), alcohol use (5%), physical inactivity (5%) and high blood pressure (5%). It is important to reinforce the need for greater access to healthy foods and drinks in our community.¹

Figure 1: The Healthy Choices framework



¹ Australian Institute of Health and Welfare, Australian Burden of Disease Study: impact and cause of illness and death in Australia 2011, available from www.aihw.gov.au/publication-detail/?id=60129555173

Good nutrition is important for a healthy lifestyle and contributes to health and wellbeing. Together with physical activity, healthy eating plays a key role in preventing disease, promoting wellbeing and productivity, maintaining a healthy weight, promoting better oral health and supporting children's growth and development.

The Victorian Government is putting health at the centre of our everyday lives through a place-based systems approach to prevention and health promotion. This involves increasing access to healthy foods and drinks in the places where people spend their time.

Healthy Choices is a framework for improving availability and promotion of healthier foods and drinks in community settings (Figure 1).

Using the Healthy Choices framework, hospitals and health services can provide consistent health-promoting messages so that the foods and drinks available align with the values of organisations that support good health. This is in keeping with the World Health Organization's Health Promoting Hospitals² approach.

Food and drink classification guide

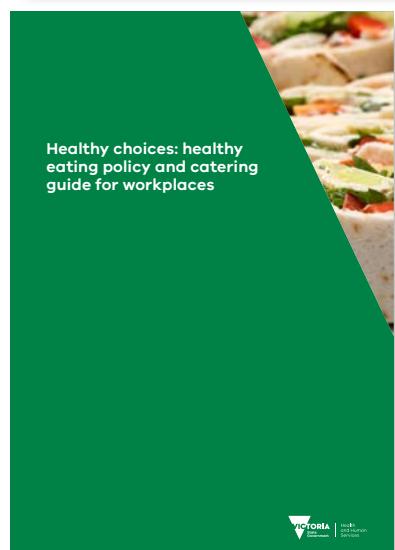
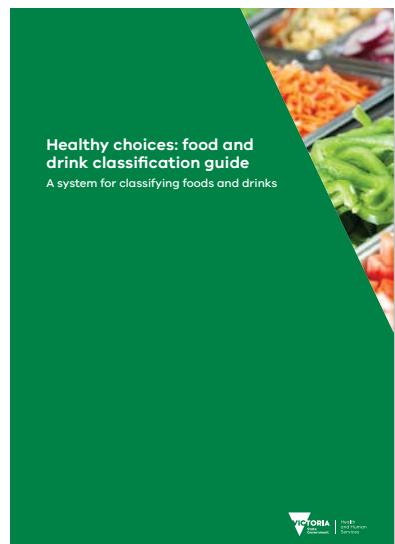
The *Healthy choices: food and drink classification guide* categorises foods and drinks into three categories according to their nutritional value:

The GREEN category – best choices

Foods and drinks in the **GREEN** category are the healthiest choices. They are usually:

- good sources of nutrients
- lower in saturated fat, added sugar and/or salt
- lower in energy (kilojoules)
- higher in fibre.

GREEN foods and drinks should always be available as the main choices. They should be encouraged, promoted and displayed in prominent areas.



² WHO Regional Office for Europe 2004, *Standards for health promotion in hospitals*, World Health Organization.

The AMBER category – choose carefully

Foods and drinks in the **AMBER** category should be selected carefully and consumed in moderation. They provide some valuable nutrients but can also:

- contribute to excess energy (kilojoule) intake
- contain moderate amounts of saturated fat, added sugar and/or salt.

AMBER foods and drinks should not dominate the menu, and large serve sizes of **AMBER** items should be avoided.

The RED category – limit

Foods and drinks in the **RED** category are based on the 'discretionary' choices in the *Australian dietary guidelines*.

They can increase the risk of overweight and obesity and chronic diseases and in general are:

- high in saturated fat, added sugar and/or salt
- high in energy (kilojoules)
- lacking in important nutrients such as fibre.

RED foods and drinks should be limited and promotion or advertising of **RED** choices should be avoided.

For more information about the traffic light classification system, including a full list of foods and drinks in each category, refer to the *Healthy choices: food and drink classification guide* at <www.health.vic.gov.au/nutrition>.

Policy guidelines

Setting-specific policy guidelines are available to support the application of Healthy Choices in:

- hospitals and health services
- workplaces
- sport and recreation centres
- parks.

The policy documents address:

- **GREEN**, **AMBER** and **RED** foods and drinks available through retail outlets, vending machines and catering
- how foods and drinks are advertised, promoted and displayed
- foods and drinks used for fundraising, prizes and giveaways
- sponsorship by industry
- how the physical environment supports healthy eating
- supportive environments for breastfeeding.



An example of marketing resources available for retail food outlets meeting the Healthy Choices guidelines

Choose well. Feel great.

Making healthy choices easier.

To help you make healthier choices, food and drinks have been classified according to their nutritional value.

Best choice

Choose **green** food and drinks as often as possible. They are fresh and good for you.



Choose carefully

Choose **amber** food and drinks sometimes. They are less healthy and there are better options.



Limit

To look after your health, choose **red** food and drinks rarely and in small amounts.



Resources and support

The Healthy Eating Advisory Service supports organisations wanting to put Healthy Choices into practice. The Service provides information and advice, training and a comprehensive website with online learning and menu assessment tools, fact sheets, and recipes to help with providing healthy foods and drinks across the organisation. Visit <www.heas.health.vic.gov.au>.

The Healthy choices: food and drink classification guide and setting-specific policy documents are available from the Department of Health and Human Services website at <www.health.vic.gov.au/nutrition>.

The classification guide and setting-specific policy documents need to be used together when applying Healthy Choices in settings.

2

Healthy Choices in hospitals and health services



ROAST PUMPKIN &
CHICKPEA
SALAD

Best
choice

What will these policy guidelines do?

These policy guidelines will help hospitals and health services in Victoria to apply Healthy Choices across:

- on-site food and drink retail outlets, vending machines and workplace catering (Section 3)
- organisational policy (for example, health and wellbeing policy) (Section 5)
- tenders, contracts and leases with food and drink suppliers and retailers (Section 6).

The intent is to encourage healthy eating for staff, volunteers and visitors by increasing the availability and promotion of healthier food and drink choices and reducing the availability and promotion of less healthy choices.

Who are these guidelines for?

These guidelines are for anyone involved in implementing healthy eating policy and making changes to provide healthier foods and drinks in hospitals and health services.

Retail food service managers and staff, food and drink manufacturers and distributors, caterers, contract managers, employers, volunteer coordinators, occupational health and safety officers and health promotion officers will find the resource especially useful.

Organisations registered with the Achievement Program can use these guidelines to work towards meeting the requirements of the healthy eating benchmarks.

Related policies, strategies and initiatives

- *Healthy choices: food and drink classification guide*³
- *Healthy food charter*⁴
- *Australian dietary guidelines*⁵ and *Australian guide to healthy eating*⁶
- Achievement Program
[<www.achievementprogram.health.vic.gov.au>](http://www.achievementprogram.health.vic.gov.au)
- *Victorian public health and wellbeing plan*⁷
- Accreditation and other quality assurance processes (for example National Safety and Quality Health Service Standards or the EQuIPNational program)
- Internal organisational policies (for example, health and wellbeing)

The Achievement Program makes it easier for Victorian's to be healthy. It achieves this through improving the health of places where adults and children spend their time – in workplaces, schools and early childhood services.

It allows workplaces, schools and early childhood services to broadly take a look at health and wellbeing within their organisation to determine what policies, cultural and environmental changes are needed to meet best practice benchmarks across a number of health priority areas including healthy eating.

Implementing the Healthy Choices policy supports the achievement of the healthy eating benchmarks as part of creating healthy workplaces, schools and early childhood services. For more information visit
[<www.achievementprogram.health.vic.gov.au>](http://www.achievementprogram.health.vic.gov.au)

³ Department of Health and Human Services 2014, *Healthy choices: food and drink classification guide*, State Government of Victoria, Melbourne.

⁴ Department of Health and Human Services 2013, *Healthy food charter*, State Government of Victoria, Melbourne.

⁵ National Health and Medical Research Council 2013, *Australian dietary guidelines*, Commonwealth of Australia, Canberra.

⁶ National Health and Medical Research Council 2013, *Australian guide to healthy eating*, Commonwealth of Australia, Canberra.

⁷ Department of Health and Human Services 2015, *Victorian public health and wellbeing plan 2015–19*, State Government of Victoria, Melbourne.

Where does Healthy Choices apply?

Healthy Choices is relevant for all hospitals and health services such as community health centres, aged care services, Aboriginal Community Controlled Health Services, rehabilitation services, integrated care centres, dental health services, mental health services and family centres.

Healthy Choices applies in any situation where foods or drinks are sold or provided to staff, volunteers and visitors. This includes:

- food and drink retail outlets such as cafeterias, cafes, coffee shops, canteens, kiosks (including mobile food kiosks) and coffee carts
- other retail outlets that mainly sell foods and drinks (such as convenience stores)
- vending machines
- catering provided by the organisation for meetings, functions and events (such as workshops, conferences, community events, launches, celebrations and ceremonies) and client or community education or training programs
- catering provided in the facility by external user groups.

The guidelines apply to all foods and drinks, whether freshly made on the premises or supplied prepackaged.

Section 3 of these guidelines provides additional recommendations about using foods and drinks and associated branding for:

- fundraising activities
- rewards, incentives, gifts, prizes and giveaways
- advertising, promotion and sponsorship.

The guidelines do not apply to:

- foods and drinks brought home by staff.
- inpatient food services and Meals on Wheels.

Inpatient food services are guided by the Department of Health and Human Services *Nutrition standards for menu items in Victorian hospitals and residential aged care facilities*, available from <www.health.vic.gov.au/archive/archive2011/patientfood/nutrition_standards.pdf>.

Embedding long-term change through organisational policy and contracts with suppliers

Including the Healthy Choices guidelines in organisational policies and tenders, contracts and leases with food and drink suppliers is an important part of a whole-of-organisation approach to healthy eating.

This will help ensure that your efforts to encourage healthy eating are sustained, and will also provide clear direction to everyone involved in making healthy changes to the foods and drinks supplied throughout the organisation.

Section 5 of this resource includes a healthy eating policy template that can be adapted as required and incorporated into organisational policy.

Section 6 includes a food service agreement template that can be adapted and included in tenders, leases and contracts with food and drink providers such as retail outlets, vending suppliers and catering providers.

To promote long-term and sustainable change, hospitals and health services are strongly encouraged to include the Healthy Choices guidelines in organisational policies and, tenders, contracts and leases with food and drink providers.

Including Healthy Choices in organisational policy will help you meet the healthy eating benchmarks of the Achievement Program.

Why implement Healthy Choices?

Benefits for your organisation

By applying the Healthy Choices guidelines, hospitals and health services will:

- reinforce their business function to keep Victorians well and healthy
- demonstrate leadership by contributing to the broader effort to reduce the burden of preventable, diet-related chronic disease
- drive change in the system by encouraging demand for healthier choices
- ensure the food service aligns with overall health messages portrayed by the organisation
- communicate consistent messages about healthy eating and healthy lifestyles to the community
- enhance their involvement in other health promotion activities (such as the World Health Organisation Health Promoting Hospitals initiative or the Achievement Program)
- strengthen practise in accreditation and other quality assurance processes (for example National Safety and Quality Health Service Standards or the EQuIPNational program)
- meet community expectations regarding promoting healthy lifestyles
- improve their reputation as a workplace and service provider of choice.

Benefits for employees and volunteers

Encouraging good health in the workplace has a positive impact on staff and volunteer health and wellbeing. A healthy workforce contributes to:

- employee retention, engagement, satisfaction and productivity
- reduced employee stress, anxiety and absenteeism
- reduced worker's compensation costs.

In a health facility, having healthy staff contributes to providing the best possible care for patients.

Benefits for visitors

Organisations that encourage healthy foods and drinks support the health of the community. People who eat well have more energy, are more able to maintain a healthy weight and are less likely to become sick. Healthy eating and nourishing food choices are especially important for children, who require good nutrition for growth and development.



3

Providing and
promoting
healthier
choices

Meal Deal

Chicken Burger

& Water

\$10

Best
choice

Healthy Choices food and drink standards

The table below outlines key requirements for ensuring that healthier foods and drinks are available and promoted to staff, volunteers, visitors and customers throughout your organisation. For organisations registered with the Achievement Program, meeting these standards will also help you meet the healthy eating benchmarks.

Food and drink standards for hospitals and health services

Standard 1: Foods and drinks provided in retail outlets and vending machines.

Healthy options are offered and encouraged in line with the *Healthy choices: food and drink classification guide*:

- **At least 50 per cent** of foods and drinks available are **GREEN**.
- **No more than 20 per cent** of foods and drinks available are **RED**.

Standard 2: Catering provided by the organisation at meetings and events

Healthy options are offered and encouraged in line with the *Healthy choices: healthy eating policy and catering guide for workplaces*:

- The **majority of foods and drinks** provided are **GREEN**.
- **AMBER** foods and drinks are provided in small quantities only.
- **No RED foods and drinks** are provided.

External user groups providing catering (for example, pharmaceutical representatives) should ensure catering provided complies with this standard.

Standard 3: Food and drink advertising, promotion and display⁸

- **GREEN** foods and drinks are actively advertised and promoted and prominently displayed.
- **AMBER** foods and drinks may be advertised and promoted, but not at the expense of **GREEN** choices.
- **RED** foods and drinks are not advertised or promoted, or displayed in prominent areas.

In addition:

- The organisation's logo is not used alongside **RED** foods and drinks and associated brands.
- **RED** foods and drinks are not included in meal or point of sale promotions, for example meal deals, two-for-one deals, upsizing or supersizing.
- **RED** foods and drinks are provided in the smallest size available.

Standard 4: Water

Clean and safe tap water is readily available (for example, from drinking fountains and/or food outlets) in high traffic areas.

⁸ Requirements for advertising, promotion and display of **GREEN**, **AMBER** and **RED** foods and drinks apply to:

- product placement in cabinets, fridges, refrigerated cabinets, bain maries, vending machines and on shelves
- product placement in high-traffic areas, for example, reception desks, counters in waiting areas, entrances and exits of food outlets, beside cash registers and in dining areas
- promotion and advertising at point of sale, on counters, cabinets, fridges, vending machines, menus and staff notice boards, in lifts and via promotional stands and product displays, banners and signs inside and outside the outlet and on umbrellas and other furniture.

A whole-of-organisation approach to healthy eating

Hospitals and health services can contribute to improved health and wellbeing of their employees and, local community by reinforcing the directions of the Healthy choices: policy guidelines for hospitals and health services across the whole organisation.

Hospitals and health services are encouraged to consider the benefits of implementing a comprehensive approach to employee health and wellbeing by participating in the Achievement Program. Supported by the Victorian Government, the Achievement Program helps workplaces to improve the health of their workforce by making the healthy choice the easy choice. Guided by a quality improvement framework and best practice benchmarks workplaces determine what policy, cultural and environmental changes across their organisation are needed to promote healthy eating among other priorities such as mental health and wellbeing and physical activity.

Workplaces that demonstrate they are meeting the best practice benchmarks receive Victorian Government recognition for creating a healthy workplace.

Below is a summary of the healthy eating best practice benchmarks described across the four areas of healthy culture, healthy physical environment, health and wellbeing opportunities, and healthy community connections.

Healthy culture

The organisational culture promotes healthy eating through supportive leadership, participation and shared decision making.

Engaging managers and employees

Employees and managers are jointly involved in supporting healthy eating by:

- working together to develop ideas to support healthy eating

- ensuring staff inductions include information on how healthy eating is being encouraged and promoted.

Management lead by example and support healthy eating by:

- promoting and enforcing organisational healthy food and drink policy
- ensuring healthy foods and drinks are encouraged
- ensuring healthy food is easily accessible either within or near the organisation
- encouraging staff to take meal breaks
- promoting key messages, through forums and meetings.

Healthy physical environment

Healthy food and drink choices are available and promoted, with less healthy choices limited.

Infrastructure to support healthy foods and drinks

- Food and drink retail outlets have space to prepare, store and display healthy items, for example, preparation benches, refrigeration space, display cabinets.
- Retail outlets are discouraged from using equipment that is primarily used to prepare unhealthy items, for example, deep fryers and slushie machines.
- Space is provided for staff to take meal breaks and facilities are available to allow healthy food to be prepared and stored, for example, fridge and freezer, preparation space, microwave, sandwich maker.

Water

Clean and safe tap water is available free of charge (for example, from water fountains).

Supporting breastfeeding

Strategies to support breastfeeding are in place throughout the organisation, for example, the organisation may wish to participate in the following programs from the Australian Breastfeeding Association:

- Breastfeeding Welcome Here <www.breastfeeding.asn.au/services/welcome>
- Breastfeeding Friendly Workplaces <www.breastfeeding.asn.au/breastfeeding-friendly-workplaces-program>

Fundraising, prizes and giveaways

Fundraising activities promoting unhealthy foods and drinks are discouraged and healthier options or fundraising opportunities not related to foods and drinks are encouraged.

In particular, RED foods and drinks are not supplied as awards, giveaways, gifts and vouchers.

Subsidising healthy alternatives

Where feasible, healthy foods and drinks provided on-site for staff is subsidised, such as:

- fruit boxes
- reduced-fat milk for tea and coffee.

Health and wellbeing opportunities

Resources, information and opportunities are provided to increase knowledge and skills for healthy eating

Information and education

Healthy eating messages and information are provided across the organisation, in places such as common area display boards or screens, intranet, reception area, canteen or cafeteria, tea room or kitchen.

Opportunities are provided for staff to develop nutrition knowledge and skills, for example through:

- education sessions
- healthy lunch or cooking demonstrations
- phone apps that promote healthy eating
- reward packages for staff which include fruit and vegetable boxes or cooking classes.

Healthy community connections

The organisation engages with the wider community to support healthy eating and healthy food initiatives.

Sponsorship

- Organisations should not engage in any form of sponsorship or marketing that promotes unhealthy foods and drinks or associated branding to children and youth.
- This includes any activity that specifically promotes unhealthy choices to younger people.

Creating local partnerships

Organisations are encouraged to:

- support local food and drink retailers that provide healthy options and other local healthy food initiatives (for example, social enterprise healthy catering providers)
- use the expertise and resources of healthy eating organisations such as the Healthy Eating Advisory Service
- support and encourage workers and their families
- to participate in local community healthy food and eating programs.

Food safety

- In all areas where foods and drinks are prepared, organisations should ensure that safe food practices are used. This includes hand washing, safe food storage and safe use of kitchen equipment.
- More information about food safety (including resources and posters) is available from <www.health.vic.gov.au/foodsafety/index.htm>.

Alcohol

Facilities that are licensed to provide alcohol may do so in accordance with the *Liquor Control Reform Act 1998*.

Alcoholic drinks should not be provided in excessive quantities. If alcohol is provided, low-alcohol and non-alcoholic options including free water should be available and food should also be served. <www.vcglr.vic.gov.au>.

Refer to the Achievement Program Workplace Alcohol benchmarks: <www.achievementprogram.health.vic.gov.au/workplaces/how-it-works>

For further information visit <www.achievementprogram.health.vic.gov.au>

4

Implementation guide

		MUESLI BARS	\$1.50
		SUGAR FREE CHEWING GUM	\$1.50
		POPCORN	\$2.50
		WATER	\$3

Five steps for implementation

A range of health services operate throughout Victoria, with different needs, priorities, capacities and ideas about encouraging healthy eating.

The steps needed to make healthy changes will be different for each organisation and for different areas within an organisation, so it is essential to consult with your organisation's staff and community about how to proceed with any proposed changes.

Remember, implementing Healthy Choices means applying the guidelines across:

- on-site food and drink retail outlets, vending machines and workplace catering (Section 3)
- organisational policy (for example, health and wellbeing policy) (Section 5)
- tenders, contracts and leases with food and drink suppliers and retailers (Section 6).

Figure 2 outlines a practical process for putting Healthy Choices into practice.

The five steps in this process are explained in the following pages, with examples of tasks to complete for each step.

Figure 2: Five steps for implementing Healthy Choices



Step 1: Getting started

Planning and preparation is the first important step when making healthy changes.

Use the examples in the table below as you work through the 'Getting started' step.

Recommended tasks	Date completed
Gain support from management to adopt the Healthy Choices policy, which is likely to require allocating resources to lead implementation.	
Identify key stakeholders (for example, hospital management, staff and food service providers).	
Inform stakeholders of the organisation's plans for making healthy changes, the intended process for making changes and what will be required of them.	
Form a committee or nominate a staff member to lead implementation of Healthy Choices.	
Invite key stakeholders who can help make healthy changes to join the committee (for example, managers, food service staff, health promotion workers).	
Make sure committee members understand the <i>Healthy choices: food and drink classification guide</i> and the <i>Healthy choices: policy guidelines for hospitals and health services</i> . This includes having a good understanding of the: <ul style="list-style-type: none">• GREEN, AMBER, RED classification system• food and drink standards.	
Provide copies of the <i>Healthy choices: food and drink classification guide</i> and the <i>Healthy choices: policy guidelines for hospitals and health services</i> to external organisations that hold contractual or lease agreements with your organisation.	
Start an action plan for making healthy changes (this will be added to in the following steps).	
In your action plan, identify how you will accommodate Aboriginal perspectives and the needs of all staff, volunteers, members and visitors of different cultural and linguistic backgrounds. Additionally, identify how you will accommodate older people and those with special needs.	
Think about food safety. This is particularly important when food is prepared on site.	
Agree on a communication strategy to keep in touch with stakeholders about the changes that will be occurring (for example, by newsletter, email or noticeboards).	
Make sure there is enough opportunity for staff and other key stakeholders to provide input and feedback (for example, focus groups, surveys or meetings).	
Extra	Date completed
Ensure the implementation committee includes representatives from various divisions within the hospital or health service, for example, director of corporate services, operational managers, contract managers, food retail outlet staff, dietitian, other interested staff (such as administration or environmental health officers) and a consumer representative.	
Nominate a coordinator to help promote the healthy changes being made.	

Step 2: Assessing the current situation

Before making any changes you will need to determine what is currently happening across the organisation and identify areas for improvement. The table below includes ideas to help you assess the current situation.

Recommended tasks	Date completed
Review your organisation's health and wellbeing (or other relevant) policies, and see whether they include a requirement for healthy foods and drinks to be offered and encouraged.	
Review your organisation's tender and lease documents and contracts with food and drink suppliers (for example, retailers, vending machine suppliers and caterers). Check whether these documents include requirements for providing and encouraging healthy foods and drinks.	
In your action plan, list the situations where foods and drinks are available, and the types of foods and drinks that are provided in each situation. For example: <ul style="list-style-type: none">• kitchens, staff rooms – fruit box, biscuits, coffee, tea, milk, water cooler• vending machines – soft drink, water, snacks• on-site retail outlets (for example, a café) – sandwiches, muffins• catering for meetings, functions and events – sandwiches, pastries• alcohol – at the end of year Christmas celebration and Board meetings• fundraising, gifts and prizes – chocolate boxes, wine bottles. Include information about foods and drinks available after hours, on weekends and on public holidays.	
Use the <i>Healthy choices: food and drink classification guide</i> to categorise foods and drinks as GREEN , AMBER or RED . Consider whether the amount of GREEN , AMBER and RED choices available is in line with food and drink standards 1, 2 and 3 on page 11. Get help from your internal dietitian/health promotion staff, nutrition students and the Healthy Eating Advisory Service with this task.	
Create a list of locations where foods and drinks are advertised or promoted (for example, point of sale, vending machines, notice boards, promotional stands, product displays), outdoor signs, umbrellas.. Note whether RED choices are included in meal deals and promotions, and whether RED choices are offered in small or large serving sizes. Think about whether food and drink advertising and promotion in your organisation is in line with food and drink standard 3 on page 11.	
Extra	Date completed
Check whether water is readily available in high-traffic areas.	
Find out about any current sponsorship agreements in your organisation. Determine whether these agreements address marketing and promotion of unhealthy foods and drinks and related branding to children.	
Note the facilities available in your organisation to prepare healthier choices (for example, kitchen equipment, food preparation space, refrigeration) and equipment that may be used to prepare unhealthy foods and drinks (for example, a deep fryer).	
Large facilities may wish to allocate different committee members to lead change in specific areas of the organisation.	

Step 3: Planning for change

Once you have an idea of what the current situation is and the issues that need to be addressed, you can make a plan which outlines the steps that need to be taken to make healthy changes.

Recommended tasks	Date completed
Decide on areas which are a priority for change. Think about 'easy wins' that can be carried out early on as well as changes that require more time and planning.	
Adapt supplied template that your organisation can use to include Healthy Choices in: <ul style="list-style-type: none">• organisational health and wellbeing policies (Section 5)• tenders, contracts and leases with food and drink suppliers (Section 6). Consider how you will approach relevant stakeholders to discuss including Healthy Choices in tenders, contracts, leases and policies.	
Where foods and drinks are provided or sold, think about the changes you need to make to meet food and drink standards 1, 2 and 3 on page 11. Consider how you will: <ul style="list-style-type: none">• increase GREEN options to at least 50 per cent for retail outlets, vending machines and catering• reduce RED options to no more than 20 per cent for retail outlets and vending machines• remove RED options from catering.	
In each situation where foods and drinks are advertised, promoted or displayed, determine the changes you need to make to increase promotion of GREEN options, reduce promotion of AMBER options and remove promotion of RED options.	
Identify supporters of change and barriers to change and ways to overcome these barriers.	
Consider the timing of planned changes and write this in the action plan.	
Decide how you will provide information to staff and other stakeholders as well as opportunities for staff input and feedback.	
Extra	Date completed
Think about how you will ensure that: <ul style="list-style-type: none">• clean and safe tap water is available free of charge in high-traffic areas• the physical environment encourages healthy foods and drinks, and does not encourage unhealthy foods and drinks• there is support for women who are breastfeeding or expressing breast milk.	
Identify potential fundraising and sponsorship opportunities which promote healthy food and drink choices or options that are not related to foods and drinks.	
Consider how you will address any current sponsorship agreements which market unhealthy foods and drinks.	
Develop a list of preferred food and drink suppliers and local caterers who are able to provide healthier choices.	

Step 4: Putting the plan into action

Once you have a plan for making healthy changes, it's time to put the plan into action, starting with the priority areas identified.

Changes don't need to happen all at once. A staged approach is useful for making positive changes over time and to ensure new initiatives are well accepted and maintained.

Recommended tasks	Date completed
Ensure that senior management continues to support and communicate healthy changes across the organisation, and that support is reiterated in each department or area within the organisation. Refer to the action plan developed in steps 1–3. Starting with priority areas, carry out the tasks, actions and strategies you have identified to: <ul style="list-style-type: none">• incorporate the Healthy Choices guidelines in tenders, contracts, leases and organisational policies• increase GREEN options and reduce or remove RED options• increase promotion of GREEN options, reduce promotion of AMBER options and remove promotion of RED options.	
Ensure new contracts with food and drink suppliers incorporate the Healthy Choices guidelines. Existing contractors should be encouraged to make healthy changes prior to expiry of contracts.	
When carrying out the action plan, try to keep within the timelines identified in the plan.	
Note new barriers or issues emerging and solutions in the action plan. Include operational issues that may need to be addressed to help increase healthier foods and drinks and phase out unhealthy options.	
Communicate all changes to staff and provide opportunities for staff feedback (for example, via email, newsletters, meetings and posters in staff rooms/kitchens).	
Communicate changes to food and drink retailers, caterers and suppliers.	
Identify resources and activities to inform and motivate staff about the healthy changes taking place (for example, posters, healthy eating brochures and leaflets, team competitions, recipe sharing).	
Extra	Date completed
Organise an event to promote the healthy changes that are being made. Implement strategies to: <ul style="list-style-type: none">• ensure clean and safe tap water is available• ensure the physical environment supports healthy eating• ensure breastfeeding is supported and encouraged• engage in healthy fundraising and sponsorship activities.	

Step 5: Monitoring and maintaining momentum

Once healthy changes have been made, it is important to monitor your progress by undertaking regular reviews. Continue to reflect on your progress, communicate with stakeholders and seek and incorporate feedback as required.

This will help you maintain motivation, and will also help you determine further actions and initiatives that may be required.

Recommended tasks	Date completed
Continue to monitor progress, identifying improvements or additional changes that may be required as you go. For example, monitor changes in expenses, profits, sales and food and drink display, and make amendments to the foods and drinks provided and promoted as required.	
Regularly review your action plan while implementing changes, and then continue to review the plan every 12 months to ensure relevance.	
Continue to provide regular updates to stakeholders about healthy changes that have been made or are planned for the future.	
Seek ongoing feedback from staff, food service providers and visitors (for example, conduct surveys to determine satisfaction with new menus).	
Highlight successful changes in newsletters, via social media or at team meetings.	
Continue to provide stakeholders with information and educational resources.	
Provide ongoing opportunities for food service staff to increase their knowledge and skills in healthy eating and food preparation.	
Encourage staff and volunteers to actively participate in promoting healthier choices.	
Celebrate success! You may like to put on a healthy lunch for staff and visitors to enjoy.	
Extra	Date completed
Offer rewards or incentives for people who actively participate in making healthy changes (for example, workplace recognition, water bottles, books or gift vouchers).	
Acknowledge food suppliers that have made an extra effort to provide healthier options.	
Invite new members to join the implementation committee. New members may bring creative ideas, different skills sets and enthusiasm and may identify new issues that have not previously been noted.	

Use the following resources to help you implement and promote healthy changes in your organisation:

- **Healthy Eating Advisory Service – <www.heas.health.vic.gov.au>**
- **Achievement Program – <www.achievementprogram.health.vic.gov.au>**
- ***Healthy food charter* – <www.health.vic.gov.au/nutrition>**
- **Better Health Channel – <www.betterhealth.vic.gov.au>**
- **Eat for Health – <www.eatforhealth.vic.gov.au>**
- **Food safety – <www.health.vic.gov.au/foodsafety>**



5

Healthy eating policy template



A Word version of this template that you can adapt to suit your organisation, is available from the Healthy Eating Advisory Service website at <www.heas.health.vic.gov.au/healthy-choices/organisational-policy-and-supplier-contracts/organisational-policy-template>.

Healthy eating policy for [insert organisation's name]

Purpose

[insert organisation's name] recognises the importance of healthy eating in promoting people's health and wellbeing. [insert organisation's name] is committed to creating a health promoting environment which supports our staff, volunteers and visitors to make healthy food and drink choices.

Aim

This policy aims to support and encourage healthy eating at by supporting implementation of the Victorian Government's *Healthy choices: policy guidelines for hospitals and health services* across the organisation.

Objectives

The objectives of this policy are to support:

- staff, volunteers and visitors to make healthy food and drink choices by:
 - creating an environment which supports healthy food and drink choices
 - increasing availability and promotion of healthier foods and drinks
 - decreasing availability and promotion of unhealthy foods and drinks
 - increasing knowledge and skills of staff, volunteers and visitors regarding healthy eating.
- [insert organisation's name] to meet the Healthy Choices food and drink standards.
- [insert organisation's name] to meet the healthy eating benchmarks of the Achievement Program [applicable to organisations participating in the Achievement Program].

Where does the policy apply?

This policy applies in all areas where foods and/or drinks are sold or provided to staff, volunteers and visitors.

This includes [Include the following as relevant to your organisation]:

- food and drink retail outlets such as restaurants, cafeterias, cafes, coffee shops, canteens, kiosks (including mobile food kiosks) and coffee carts
- other retail outlets that mainly sell foods and drinks (such as convenience stores)
- vending machines
- catering provided for meetings, functions and events (such as workshops, conferences, community events, launches, celebrations and ceremonies) and client or community education or training programs
- catering provided by external user groups
- fundraising activities
- rewards, incentives, gifts, prizes and give-aways
- advertising, promotion and sponsorship.

This policy does not apply to:

- inpatient food services and meals on wheels.
- foods and drinks brought from home by staff (e.g. for birthdays, morning teas or personal fundraising). However, staff are encouraged to consider providing healthy options at all times and to avoid promoting unhealthy fundraising activities (e.g. chocolate or confectionery drive) in public places, such as kitchens.

Procedure

Table 1 outlines the requirements that [insert organisation's name] will undertake to support and encourage healthy eating. These requirements outline what the organisation needs to do to meet the standards in the *Healthy choices: policy guidelines for hospitals and health services for hospitals and health services*.

[Note: please include the areas below as required.]

Table 1: Requirements for supporting healthy eating at [insert organisation's name]:

Food and drink choices	
Area (include as required)	Requirements
Retail outlets and vending machines	<ul style="list-style-type: none"> At least 50 per cent GREEN choices No more than 20 per cent RED choices
Catering (meetings, functions, events)	<ul style="list-style-type: none"> Majority GREEN choices No RED choices
Advertising and promotion	<ul style="list-style-type: none"> GREEN choices are promoted at all occasions AMBER choices are not promoted at the expense of GREEN choices RED choices not promoted the organisation's logo is not used alongside RED choices RED choices are not included in meal or point of sale promotions RED choices are provided in the smallest size available
Culture and the physical environment	
Area (include as required)	Requirements
Water	<ul style="list-style-type: none"> Water readily available.
Fundraising, prizes, giveaways	<ul style="list-style-type: none"> Fundraising activities consistent with <i>Healthy choices: policy guidelines for hospitals and health services</i> No RED choices supplied for children's awards, prizes and give-aways Fundraising activities promoting unhealthy foods and drinks are discouraged and healthier options or fundraising opportunities not related to foods and drinks are encouraged.
Sponsorship	<ul style="list-style-type: none"> Sponsorship activities are consistent with the <i>Healthy choices: policy guidelines for hospitals and health services</i>.
Infrastructure to support healthy foods and drinks	The physical environment supports healthy food and drink choices.
Supporting breastfeeding	Strategies are in place to support and encourage breastfeeding
Contracts, leases and tenders	Healthy Choices is incorporated into tenders, contracts and leases that relate to supply of foods and drinks
Information and education	Information and educational opportunities are provided to staff, volunteers, visitors and other key stakeholders
Communication and community engagement	Involvement with community healthy eating initiatives (such as the Achievement Program) is encouraged

Responsibilities

[insert relevant committee or position such as human resources (HR) manager or occupational health and safety (OHS) committee] is responsible for overseeing implementation of [insert organisation's name]'s *Healthy eating policy*.

All staff and contractors (for example, food and drink service providers) have a shared responsibility to support the [insert organisation's name] *Healthy eating policy*, as outlined in Table 2

Table 2: Responsibilities.

Management are responsible for:	Staff, volunteers and contractors are responsible for:
<ul style="list-style-type: none">Ensuring staff, volunteers and contractors are made aware of this policy and have access to it.Creating an organisational culture that supports healthy eatingSupporting implementation and review of the policy.Seeking feedback from staff, volunteers and other stakeholdersProviding opportunities for staff and volunteers to develop healthy eating knowledge and skills	<ul style="list-style-type: none">Being aware of the <i>Healthy eating policy</i>Observing the policy proceduresMaintaining an organisational culture that supports healthy eating <p>Staff, volunteers and contractors involved in food and drink provision are responsible for:</p> <ul style="list-style-type: none">Understanding the <i>Healthy choices: food and drink classification guide</i> and <i>Healthy choices: policy guidelines for hospitals and health services</i>Providing food and drink suppliers with a copy of the <i>Healthy choices: food and drink classification guide</i> and the <i>Healthy choices: policy guidelines for hospitals and health services</i>Ensuring food and drink services comply with the <i>Healthy Choices guidelines</i>

Guiding principles

This policy has been developed in line with the following government guidelines:

- Australian dietary guidelines and Australian guide to healthy eating*
- Healthy choices: food and drink classification guide*
- Healthy choices: policy guidelines for hospitals and health services*
- Healthy food charter.*

Related policies

- Organisational health and wellbeing policy
- Accreditation and other quality assurance processes (for example, National Safety and Quality Health Service Standards or the EQuIPNational program)
- Food safety policy
- Procurement policies.

Communication

Staff will have opportunities to provide input at all stages of policy development and review.

The policy will be easily accessible to staff and volunteers and will be made available in shared spaces (for example, staffrooms and kitchens) and via newsletters and email communication.

Key stakeholders, including staff, volunteers and food and drink suppliers will be notified of the introduction of the policy and any changes made.

Review and monitoring

This policy will be reviewed six months from implementation and every 12 months thereafter.

[insert relevant committee or position such as HR manager or OHS committee] is responsible for leading the policy review.

The policy review process includes the following stages:

- assessing implementation to date and determining if objectives have been met
- identifying changes required to meet the policy objectives
- providing opportunities for key stakeholders, including staff, volunteers and food and drink suppliers and contractors to offer feedback
- seeking management support and endorsement for the updated policy
- distributing the updated policy to key stakeholders, including staff, volunteers and food and drink suppliers and contractors.

Policy endorsement statement

[insert organisation's name] supports the implementation of the Victorian Government's *Healthy choices: policy guidelines for hospitals and health services* as an investment in the wellbeing of our staff, volunteers and visitors.

Senior management will continue to support and champion healthy eating throughout the organisation in an ongoing capacity.

This <i>Healthy eating policy</i> has been endorsed by:	Name: Signature: Position: Date:
---	---

This <i>Healthy eating policy</i> has been reviewed in accordance with the above process:	Name: Signature: Position: Date:
Date of next review:	



6

Food service and/or agreement template



A Word version of this template that you can adapt to suit your organisation, is available from the Healthy Eating Advisory Service website at: <www.heas.health.vic.gov.au/healthy-choices/organisational-policy-and-suppliercontracts/food-service-agreement-template>

Food service and/or agreement for tenders, contracts and leases at [insert organisation's name]

[insert organisation's name] recognises the importance of healthy eating in promoting health and wellbeing and is committed to supporting employees, contractors, volunteers, clients and visitors to make healthy food and drink choices.

[insert organisation's name] is implementing the Victorian Government's Healthy Choices guidelines*, which classify foods and drinks as **GREEN (best choices)**, **AMBER (choose carefully)** or **RED (limit)** according to their nutritional value.

As part of this contract, [insert organisation's name] requires [insert name of retail food service/vending/catering provider] to meet the following standards:

[Please include the following points as required]

Retail outlets and vending machines:

- At least 50 per cent of foods and drinks available are **GREEN**.
- No more than 20 per cent of foods and drinks available are **RED**.
- **RED** foods and drinks are not advertised or promoted, or displayed in prominent areas

Catering:

- The majority of foods and drinks provided are **GREEN**.
- No **RED** foods and drinks are provided (that is, only **GREEN** and **AMBER** choices are offered).

Food service agreement:

I, (name), of (retail food service/vending/catering provider), agree to provide foods and drinks in line with the Healthy Choices guidelines throughout the duration of this contract.

Signed:..... **Date:**.....

(provider signature)

Signed:..... **Date:**.....

(customer signature)

*Related documents: *Healthy choices: food and drink classification guide*

And relevant policy guidelines: *Healthy choices: policy guidelines for hospitals and health services*, *Healthy choices: policy guidelines for sport and recreation centres*, *Healthy choices policy and catering guidelines for workplaces*, *Healthy choices: policy guidelines for Parks*

For more information about the Healthy Choices guidelines visit <www.health.vic.gov.au/nutrition>.

Appendix 1: Useful resources and websites

Healthy choices: food and drink classification guide

- Food and drink traffic light classification
- Common foods and drinks classification guide
- Available from <www.health.vic.gov.au/nutrition>

Healthy food charter

- A guide to promoting healthy food and making healthy food choices easier
- Available from <www.health.vic.gov.au/nutrition>

Healthy Eating Advisory Service

- Fact sheets and recipes
- Available from <www.heas.health.vic.gov.au> or free call 1300 22 52 88

Achievement Program

- An initiative which encourages a whole-service approach to health promotion
- Visit <www.achievementprogram.health.vic.gov.au>

Australian guide to healthy eating

- Posters, brochures and promotional material
- Available from <www.eatforhealth.gov.au>

Better Health Channel

- Fact sheets and recipes
- Available from <www.betterhealth.vic.gov.au>

'Healthy fundraising' (Cancer Council)

- Ideas to promote health while still making a profit
- Available from <www.cancercouncil.com.au/wp-content/uploads/2010/11/09271_CAN3042_HealthyFundraising_FINAL.pdf-low-res-for-web.pdf>

Live Lighter

- Fact sheets, recipes, meal and activity planner and BMI calculator
- Available from <www.livelighter.com.au>

