A Better Choice Tool Kit

Eat Well Be Active

Queensland Government

health • care • people
Acknowledgements

This resource adapts elements from the Queensland Department of Education, Training and the Arts and Queensland Department of Health Smart Choices – Tool kit (2006), which was based on the NSW Department of Education and Training Fresh Tastes Tool Kit (2005), part of the NSW Healthy Canteen Strategy.

This Tool Kit is intended to provide additional support for the implementation of A Better Choice Healthy Food and Drink Supply Strategy for Queensland Health Facilities. The development of this resource has been guided by the A Better Choice Technical Reference Group. Queensland Health wishes to thank those individuals, organisations and facilities that assisted in producing this resource.

The A Better Choice Tool Kit CD-ROM is on the inside of the back cover. This resource contains all the information in this booklet plus templates for phasing in/out products, an improvement checklist, action plan and recipe planner.
Contents

Section 1 Introduction 1 – 9
Section 2 Getting started 10 – 15
Section 3 Assess the situation 16 – 20
Section 4 Develop alternatives 21 – 33
Section 5 Beyond canteens, cafés and kiosks 34 – 38
Section 6 Getting on with the job 39 – 60
Section 7 Maintaining the momentum 61
Section 8 Appendices 62 – 69
Section 1 – Introduction

Welcome to the A Better Choice Tool Kit. This resource package will assist Queensland Health facilities meet the requirements of the A Better Choice Healthy Food and Drink Supply Strategy. The strategy document is essential background reading for this Tool Kit.

What is A Better Choice?

A Better Choice is all about offering healthy food and drink choices to staff and visitors in Queensland Health facilities.

The strategy provides a framework to improve the availability and promotion of foods and drinks consistent with the Dietary Guidelines for Australian Adults (2003) to create an environment that makes healthy choices easier. A Better Choice builds on the Queensland Government’s Smart Choices – Healthy Food and Drink Supply Strategy for Queensland Schools and other Queensland Health projects that have implemented healthy food and drink choices.

The strategy applies to all situations where food or drinks are provided to staff and visitors in facilities owned and operated by Queensland Health such as hospitals, community health centres or office buildings. Recommendations regarding various aspects of what foods and drinks are to be supplied, displayed, advertised, and promoted are outlined within relevant sections of the strategy document. Refer to page 3 for more information on making a better choice.

Queensland Health has an important role in promoting healthy eating practices to staff, visitors and the general public. By modelling healthy food and drink choices, A Better Choice helps develop an environment that supports behaviours that protect and promote good health.

The A Better Choice Tool Kit

Why a Tool Kit?

This Tool Kit is a user-friendly resource to assist health facilities to plan, promote, manage, implement and review the A Better Choice (ABC) strategy.

What is in the Tool Kit?

The A Better Choice Tool Kit is set out in eight sections:

Section 1 provides background information.
Section 2 provides ways of getting started.
Section 3 provides information to help with assessing the current situation.
Section 4 provides help around planning changes and developing alternatives.
Section 5 provides tips for areas beyond canteens, cafes and kiosks.
Section 6 is about managing the change process and getting on with the job. There are tips and hints on managing staff, food, and promotions.
Section 7 is about keeping up the momentum and reviewing progress.
Section 8 contains the appendices.

Sections 1 – 6 begin by outlining the key elements for success. This helps users to see what they are aiming for as they work through the material.
Case studies providing tips and ideas from facilities that are working towards A Better Choice are also included. The ‘Check your progress’ component at the end of sections helps with reviewing progress. Checklists and planning tools are also provided as templates on the CD-ROM.

A Better Choice – Background

Good nutrition is essential for the normal growth and development of infants and children, enhanced resilience and quality of life, good physical and mental health throughout life, resistance to infection and protection against chronic disease and premature death.¹

One-third of the Australian food dollar is now spent on foods sourced outside the home.² These foods usually contain more fat and sugar than foods prepared at home or those sold in the past.²

Like many other countries, Australia is facing an obesity epidemic affecting more than half of all adults and almost one in four children. With growing rates of overweight and obesity, it is important that food outlets provide and promote a wide variety of nutritious foods to create an environment that supports healthier choices.

The Queensland Government is working towards creating supportive environments to encourage healthy eating and physical activity to make healthy choices easier choices.

Examples include a range of initiatives across the community such as the Eat Well Be Active Social Marketing Campaign, Go for 2 and 5® Fruit and Vegetable Campaign, The Green Label Program, Queensland Community Partnerships Grants Program, Smart Choices – Healthy Food and Drink Supply Strategy for Queensland Schools, 10,000 Steps Challenge, TravelSmart and Easy Steps.

At the Queensland Obesity Summit in May 2006, the Premier announced $21 million over the next three years for partnerships, grants, facilities and other resources to promote healthy eating and physical activity. One of these key initiatives, the A Better Choice strategy was released by the Minister for Health on 20 August 2007. The strategy aims to address the supply and promotion of healthier foods and drinks to staff and visitors at all Queensland Health facilities.

Copies of the strategy and associated materials were sent to all Queensland Health facilities in September 2007. A Better Choice is being implemented over 12 months to allow facilities sufficient time to review the foods and drinks supplied, and make necessary changes.

From 1 September 2008 the strategy will be mandatory across all facilities owned and operated by Queensland Health. It is important to refer to the ABC strategy while working through the Tool Kit.

Making A Better Choice

A Better Choice provides a framework to ensure foods of good nutritional quality are supplied in Queensland Health facilities. Foods and drinks have been classified into three categories according to their nutritional value: GREEN, AMBER and RED.

GREEN = Best choices
GREEN foods and drinks should be actively promoted and encouraged as the best choices.

AMBER = Choose carefully
AMBER choices are mainly processed foods and drinks that should be supplied in smaller quantities than GREEN foods and should not be actively promoted.

RED = Limit
Foods and drinks from the RED category are not an essential part of a balanced diet and it is recommended that these foods and drinks are only consumed occasionally and in small amounts.

The strategy limits the supply of RED products to no more than 20 per cent of the foods and drinks displayed in all food outlets. RED foods and drinks are also not to be:

• promoted or advertised
• displayed in prominent areas
• stocked in vending machines
• supplied at meetings or functions
• used in fundraising activities conducted in Queensland Health facilities.

A set of nutrient criteria have been developed to determine whether a food or drink falls into the RED category (refer to page 18 – 19 of the ABC strategy for the ‘Nutrient criteria to identify RED foods and drinks’).

A Better Choice is primarily about the supply of foods and drinks to adults. However due to the special nutrition needs of children, some additional recommendations apply to paediatric facilities and settings.

For more details regarding the three categories and specific recommendations refer to pages 9 – 16 of the ABC strategy.

Making healthier choices easier

The overall intent of this strategy is to increase nutritious food and drink choices whilst restricting less healthy options within Queensland Health facilities. No food or drink is completely banned under A Better Choice. The guiding principles of the strategy aim to improve the availability and promotion of healthier choices and limit the supply and promotion of less healthy options.

The strategy focuses on situations where the foods and drinks are supplied to staff and visitors. Supply includes those foods and drinks offered for sale or provided.

The strategy does not apply to foods or drinks staff bring from home. Queensland Health staff are encouraged to assist with implementation of the strategy by modelling healthy eating practices. In-patient, client and/or aged-care resident meals are also excluded from the strategy.
Making a Better Choice

Choose **GREEN** foods and drinks **OFTEN** as they are the most nutritious choices. Enjoy a wide variety of **GREEN** foods and drinks every day because they:
- are excellent sources of important nutrients for good health and wellbeing
- are low in saturated fat and/or added sugar and/or salt
- help avoid an excess energy intake (kilojoules or calories).

Choose **AMBER** foods and drinks **SOMETIMES** as they are mainly processed and have some sugar, salt and/or fat added to them. These foods and drinks should be selected carefully because they generally:
- have some nutritional value, but
- can, in large serve sizes, contribute to excess energy intake (kilojoules or calories).

Choose **RED** foods and drinks **RARELY** as they are not an essential part of a balanced diet. It is recommended that these foods and drinks are only consumed occasionally and in small amounts as they:
- lack nutritional value
- are energy dense and can contribute to excess energy intake (kilojoules or calories)
- are high in added fats, saturated fat, and/or sugar and/or salt.

Eat Well Be Active
Guiding principles

When applying *A Better Choice*, facilities should be guided by the following principles:

- the focus of the strategy is on foods and drinks supplied to Queensland Health staff, visitors and the general public;
- facilities should provide consistent evidence-based messages about healthy eating;
- short-term profit should not come before the health and wellbeing of the staff, visitors and the general public.

Scope

*A Better Choice* incorporates all situations where foods and/or drinks are supplied to Queensland Health staff and visitors including:

- canteens, kiosks or cafés;
- vending machines;
- catering provided at functions, meetings or special events;
- fundraising activities, events or prizes;
- leased premises that sell foods or drinks (ie. newsagency in a hospital).

Healthy eating practices should be actively supported across all facilities.

Kiosks, cafés or coffee carts

All food outlets are required to supply a variety of **GREEN** foods and drinks. **AMBER** foods and drinks are not restricted in supply, however large serve sizes are to be avoided and healthier options within this category are to be included. Refer to sections 3 and 4 for examples.

A maximum of 20 per cent of foods and drinks displayed can be **RED** choices ie. one in five options. Foods and drinks from the **AMBER** and **RED** categories must not be promoted (ie. displayed in excessive quantities or prominent areas such as beside cash registers), or advertised (ie. signage featuring **RED** or **AMBER** choices on cabinets or fridges).

Staff dining rooms or canteens

Foods and drinks provided and/or sold to staff must comply with the strategy’s recommendations for food outlets as stated above. If staff are supplied with meals from in-patient food services healthier options for each meal time are encouraged where **RED** options are limited to 20 per cent of choices ie. one in five.

Try to provide healthier alternatives on days with several **RED** choices ie. if the main hot lunch meal is a meat pie with chips offer lean meat such as roast beef with vegetables and bread roll or sandwiches.

Tea trolleys

Trolleys that sell foods and/or drinks to staff and visitors must comply with the strategy’s recommendations for food outlets as stated above. The strategy does not apply to tea trolleys that supply and/or sell foods and/or drinks exclusively to in-patients ie. mid-meal trolley.

Vending machines

Vending machines which are accessible to staff and visitors must not stock or advertise foods or drinks from the **RED** category. Foods and drinks from the **AMBER** category can be displayed and stocked in machines however these are not to be actively promoted or advertised. **GREEN** foods and drinks are to be actively promoted and available at all times.

The strategy recommendations do not apply to vending machines that are for the exclusive use of aged care residents and/or in-patients.
Catering at meetings and functions

Foods and/or drinks that are provided, purchased and/or delivered to Queensland Health facilities for the consumption of staff and/or visitors are required to comply with the strategy where **RED** choices are not to be supplied.

Mandatory catering guidelines have been developed to assist facilities to provide foods and drinks of good nutritional quality at meetings and functions paid for by Queensland Health and/or conducted within Queensland Health facilities. All Queensland Health food services that provide catering at meetings, activities and/or events for Queensland Health staff and visitors are also required to comply.


Leased premises selling foods or drinks

To align with the intent of *A Better Choice*, leased premises within Queensland Health facilities that sell food or drinks will also be required to comply with the strategy over time i.e. a privately-run coffee shop in a community health centre.

All new leases undertaken from 20 August 2007 will include a clause and checklist which outline recommendations regarding the supply, promotion, advertising and placement of foods and drinks. Those tenants with current leases will be required to comply with *A Better Choice* once their lease is renewed and/or renegotiated.


Fundraising events conducted by and/or within Queensland Health

Under *A Better Choice* foods and drinks from the **RED** category must not be used in fundraising activities conducted by and/or within Queensland Health facilities. Queensland Health facilities are encouraged to consider fundraising drives, gifts, prizes, activities and/or products that promote health and well-being to complement the ABC strategy.


Prizes, gifts and rewards

Food and drink prizes, gifts or rewards that are provided to staff and visitors, including vouchers for foods or drinks, must be from the **GREEN** or **AMBER** categories. Rewarding with confectionery or alcoholic beverages sends the wrong message and reinforces **RED** foods or drinks which are already being consumed excessively.

Paediatric settings

Paediatric settings include all areas in a paediatric hospital, all areas in child health care clinic or community centre, and wards that provide services for children (aged 0 – 14 years) in adult hospitals.

Under the strategy, additional recommendations for paediatric settings are:
• All non-sugar, zero sugar, low joule and/or diet soft drinks are considered RED choices;
• All caffeinated beverages are considered RED choices.

One-off RED occasions for special events

Discreet one-off special events that involve and/or are associated with Queensland Health and involve the broader community will be allowed to provide RED foods and/or drinks. One or more RED items can be provided at a designated special event where healthier food and/or drink options are still encouraged.

Examples of one-off RED occasions include:
• An annual special event that involves Queensland Health and the broader community ie. Charity day, community fete or show;
• A hospital or service’s centennial birthday celebration;
• A staff Christmas lunch provided by Queensland Health.

RED occasions should be limited to special events such as those described above. Individual Health Service Districts are required to designate and monitor RED occasions.

Periodic or frequent activities, for example monthly cake stalls or multiple raffles associated with annual dates ie. Christmas, Easter, Mother’s Day, are not considered significant special events. These situations must comply with the ABC strategy. Please refer to relevant sections of the strategy regarding the supply of foods and drinks including catering and fundraising situations.

Making the change to A Better Choice

A process for planning and managing better choices

There is more to improving food choices than simply changing the types of foods and drinks that are sold. Recent evaluation of the Smart Choices – Healthy Food and Drink Supply Strategy for Queensland Schools revealed those schools that achieved great success undertook a planned holistic approach that addressed management, promotion, and operational skills in tuckshops and promoted consistent messages across the school setting.

The process pictured in Figure 1 shows the steps that can be taken in planning and managing changes to provide and promote better foods choices across Queensland Health facilities. This is a flexible process that can be tailored to meet the needs of each site and food outlet. It can also be used to review and plan food and drink options across an entire facility.
The steps in the process are described briefly below.

**Getting started**

Before taking action it is important to know what the ABC strategy is about and communicate this to staff and customers. Facilities should also consider establishing a committee or working group to help plan and manage the change process.

**Assessing the current situation**

The next step is to form a picture of the current situation. This involves reviewing the menu, assessing how foods and drinks are displayed as well as looking at the management practices and identifying areas that may need improvement.

**Developing actions and alternatives**

The next steps identify the changes required and the best way to introduce new foods. Templates are provided to help prompt discussion and record decisions made by the committee. These will relate to the areas for improvement identified in the previous step.

Important menu planning considerations, recipe guidelines and practical tips for designing a healthier menu are also covered.

**Getting on with the job**

The organisation of staff, money, food and promotions all play a very important part in implementing *A Better Choice*. This *Tool Kit* provides a range of ideas to streamline organisation and workflow, manage stock, improve money management, promote healthier food choices, attract and keep paid staff and volunteers.

An Improvement Checklist on page 54 is designed to assist with this process. The checklist clearly identifies the key elements for success in the operation and management processes to increase the proportion of healthy choices.

**Maintaining the momentum**

It is always important to reflect on progress and to seek and incorporate feedback. Further actions and alternatives may need to be developed and applied, followed by subsequent evaluation. Once you have achieved the ABC strategy’s recommendations it will be important to maintain the momentum to continue to introduce and serve healthier choices to customers.
Figure 1. Process for planning and managing changes to implement *A Better Choice*
Before taking action it is important to have a clear understanding of what is required and communicate this to all key people. There are a number of steps facilities can take to get ready to implement A Better Choice.

They include:
- establishing a committee
- getting informed
- communicating the strategy to the staff and visitors.

Key elements of success:
- A committee is active and ready to plan and manage change in the facility, including food outlets, vending machines, catering, and fundraising activities.
- The committee is well informed about the strategy and has accessed all relevant resources, including the website and support materials.
- The committee regularly communicates information about A Better Choice and changes required to achieve the strategy.

Establish or consolidate a committee

For many facilities, working towards A Better Choice will mean a number of changes to the foods and drinks supplied to staff and visitors. This process is best planned and managed by a committee.

It is suggested this committee have representatives from all sections of the facility. This allows the views and ideas of different groups to be considered and the responsibility for various aspects of management to be shared.

Potential useful representatives include:
- Director of Corporate Services
- Director of Nursing
- Operational or Food Service Manager and/or Services Manager (where applicable)
- Food Outlet Manager (where applicable)
- Food Outlet Supervisor and/or Cook and/or Food Personnel
- Dietitian or Nutritionist
- Volunteer Coordinator or Convenor (where applicable)
- Foundation and/or Auxiliary President or Secretary (where applicable)
- Public Affairs Officer (if available)
- Other interested Queensland Health staff (i.e. Administration, Training Units, Business Managers, Environmental Health Officers, Medical Staff or Union Representatives etc).

Once the committee has been established, members can be elected to fill certain roles. These may vary according to the needs in the facility. All committees will require:
- a chairperson — responsible for running committee meetings.
- a secretary — responsible for issuing meeting agendas, taking minutes of meetings, and publishing minutes according to agreed procedures.

Role of the implementation committee

The role of the committee is to oversee the implementation of A Better Choice across all areas where foods and/or drinks are supplied to staff and visitors.

Tasks may include:
- develop a strategy for communicating aspects of A Better Choice to staff and visitors
- develop an action plan for the implementation of A Better Choice
- identify special one-off events where the facility intends to supply RED foods or...
drinks to staff, visitors and/or the general public
- discuss how the strategy applies to a range of current situations for example food outlets, fundraising, vending machines, catering for meetings or functions and leased premises (ie. privately-run newsagency in a public hospital)
- encourage communication between different groups regarding implementation of A Better Choice.

Get informed

The committee need a good understanding of the requirements of the strategy. There are several resources that can assist.

A Better Choice — Healthy Food and Drink Supply Strategy for Queensland Health Facilities

This Tool Kit should be read in conjunction with A Better Choice — Healthy Food and Drink Supply Strategy for Queensland Health Facilities. The strategy includes information regarding various aspects of what foods and drinks are to be supplied, displayed, advertised, and promoted. The strategy also contains a number of tools to assist facilities to make necessary changes including a copy of the Food and Drink Guide, Nutrient Criteria to identify RED foods and drinks, and examples of how to classify foods and reduce RED choices to 20 per cent.


QEII Food Choices Committee

QEII Hospital established a Food Choices Committee to help introduce, coordinate and communicate changes to staff and visitors across the district. Representatives from the various food outlets and auxiliary were joined by key staff members that could provide advice to help plan and promote changes eg. Communication and Marketing Manager, Dietitian, Director of Corporate Services.

The committee first identified where foods and drinks were supplied to staff and visitors in the hospital. These included a coffee shop, the auxiliary kiosk, food service catering menu, vending machines, functions and fundraising activities such as raffles that occur during the year.

Following this the committee started to define timeframes to review foods and drinks and investigated alternate products. The committee also arranged a feature in the local newsletter, The Link, to inform staff and visitors about the strategy and provide an update on QEII’s progress.
Catering Guidelines for Meetings and Functions

These guidelines include information regarding the requirements for the provision of catering at meetings and/or functions to align with the strategy. Definitions and tables illustrate suitable GREEN and AMBER alternatives for morning tea, afternoon tea and lunch.

A copy of the guidelines are available on the CD-ROM and can also be downloaded or printed at http://qheps.health.qld.gov.au/abetterchoice (for internal Queensland Health staff) or online at http://www.health.qld.gov.au/health_professionals/food/default.asp #choice.

Communication tools

A number of communication tools are available to assist facilities to implement the strategy, including:

- a presentation for key groups;
- templates for flyers or newsletters; and
- promotional materials.

The presentation outlines why a healthy food and drink supply is important, the reasons behind the strategy, and the requirements in relation to the foods and drinks that should be available. The presentation should be viewed by the committee as a way of improving understanding about A Better Choice.

A copy of the presentation is available on the CD-ROM and can also be downloaded or printed at http://qheps.health.qld.gov.au/abetterchoice (for internal Queensland Health staff) or online at http://www.health.qld.gov.au/health_professionals/food/default.asp #choice.

Templates that may be used for flyers or newsletters to promote the ABC strategy are also included on the CD-ROM. Promotional materials have been developed to promote the healthier options to staff and visitors. These tools include an information brochure, poster, sticker and post card.

Copies can be ordered through Queensland Health Publications on (07) 3234 1053 and also downloaded or printed from http://qheps.health.qld.gov.au/abetterchoice (for internal Queensland Health staff) or accessed on-line at http://www.health.qld.gov.au/health_professionals/food/default.asp #choice.

If sites wish to print additional copies of these materials it is strongly recommended that they are reproduced in full colour for a maximum impact.
District contacts

Local contacts have been established in each Health Service District to provide assistance and advice to those individuals involved with making changes to comply with the strategy. To find out who your district contact is visit the Queensland Health Electronic Publishing Service (QHEPS) at http://qheps.health.qld.gov.au/abetterchoice (for internal Queensland Health staff).

QHEPS website

http://qheps.health.qld.gov.au/abetterchoice (for internal Queensland Health staff)

This dedicated internal website includes copies of the ABC strategy, tool kit, catering guidelines, communication tools, frequently asked questions, and fact sheets. Visit this website regularly as it provides updates regarding the key milestones and new materials that are under development.

Queensland Health website


This dedicated on-line website provides electronic copies of the ABC strategy, tool kit, catering guidelines, communication tools, frequently asked questions, and fact sheets for external groups.

Other useful resources

Food Safety Policy and Regulation Unit

http://qheps.health.qld.gov.au/phunits/ehu/default.htm (for internal Queensland Health staff)

The Food Safety Policy and Regulation Unit (FSPRU) is the lead agency in Queensland for food safety, responsible for developing food safety policy and regulation for Queensland. This unit can supply information and materials regarding food safety for the food industry and health professionals. Information is also available on-line at http://www.health.qld.gov.au/industry/food/default.asp

Food Standards Australia and New Zealand


Food Standards Australia New Zealand (FSANZ) is an independent statutory agency established by the Food Standards Australia New Zealand Act 1991. This site contains information, fact sheets and publications about food safety, food standards, food labelling and nutrient analysis.

Eat Well Be Active

The interactive Eat Well Be Active (EWBA) webpage has been developed by the Queensland Government to provide practical handy tips and information to help Queenslanders to make healthier eating choices and be more active every day. Visit www.your30.qld.gov.au

A dedicated internal website is also available which includes food and activity tips and myth busters, national guidelines for nutrition and physical activity, fun activities for kids, healthy weight information, motivation tools and much more. It also contains other useful resources, fact sheets and links.


Queensland Health website


This site provides additional information about healthy living, including nutrition, physical activity and food safety.
Inform staff, personnel and customers

Look for opportunities to communicate with the broader community once the implementation committee is familiar with the strategy. The whole facility should be kept informed and provided with opportunities to contribute and provide feedback along the way.

There are many potential approaches to inform, discuss and answer questions about the strategy. For example:

- conduct information sessions for food outlet personnel
- feature the strategy and general nutrition information in newsletters
- include information about the strategy and links to websites with more information on the QHEPS
- list strategy implementation as a standing item of business on the agenda of District Executive Meetings
- place posters on notice boards, in lifts and around food outlets
- leave copies of the information brochure with admissions, at information or reception desks and beside registers
- contact human resources to feature information about the strategy at District orientation
- hold lunchtime information sessions about the strategy for staff and visitors
- laminate the Food and Drink Poster and Nutrient Criteria and put these up in the food outlet to remind personnel of the requirements of the strategy
- keep local suppliers and distributors informed about the strategy and the planned changes.

Involving food personnel and customers in a meaningful way and gaining their input is vital to the success and on-going support of the strategy. They are partners in the change process and should be involved in the implementation committee.

Some ideas to involve personnel and customers include:

- Survey customers to develop ideas for an alternate healthy menu or for additions to the existing menu. These ideas could be presented and considered at a committee meeting.
- Run a competition amongst personnel and customers to submit a healthy recipe that is going to be introduced to the menu. The prize on offer for the most creative recipe could be a free healthy lunch or cook book.
- Encourage food personnel to identify theme days to be held throughout the year. Ask the staff to name the day and select foods and drinks to be sold that fit within the ABC strategy. They could also be responsible for advertising the day.
- Run taste-testing to trial new products before they are introduced. Ask customers for feedback on taste, suitability and suggested price.
- Promote new food choices in newsletters, broadcast emails, on tables and areas within food outlets.
- Design boards to advertise **GREEN** specials or a colourful menu board to promote the new menu.
- Use frequently asked questions from QHEPS and display these at registers, throughout the outlet or in local newsletters.
Staff Canteen – Cairns Base Hospital

Since the release of the strategy, the Staff Canteen at Cairns Base Hospital has involved their staff and customers in reviewing menu choices.

“Asking customers what healthier options they would like to purchase, increasing staff awareness of the strategy and involving staff in menu changes have been critical factors to our success,” reports Production Supervisor Simon Whelan.

“This process provided an opportunity for staff to see there are healthy options that taste great and are popular with customers. A trial menu was established where canteen staff actively surveyed customers for feedback to refine menu options.

“Healthy gourmet rolls, pre-made salads and 100% fruit juice slushies have been introduced with great success – we’ve seen a three-fold increase in the number of pre-made salads. The work schedule was also reviewed to help prepare healthier snack items where deep-fried options were once readily available.

“The canteen is now looking at ways to continue to promote and educate our customers about healthy eating. We’ve arranged to use the Go for 2 and 5 campaign materials including the Vegie man aprons which have been a hit with all the staff!”

Check your progress

☐ A committee is functioning and working towards implementing A Better Choice.

☐ The committee has collected and assessed all relevant resources to assist them in the implementation process and has contacted relevant supports.

☐ The committee is communicating aspects of the strategy across the facility on a regular basis.
Section 3 – Assessing the situation

Section 2 outlined how the committee can gain a clear understanding of what is required for food outlets to comply with A Better Choice and gather relevant resources that can be used in assessing the current situation.

This section includes:

- a guide to assess the menu against the requirements of the strategy
- a guide to assess the proportion of food and drink choices against the requirements of the strategy.

Key elements of success:

☑ The committee has used the Food and Drink Guide and Nutrient Criteria to identify the foods and drinks that fit into the GREEN, AMBER and RED categories.

☑ The committee has determined the proportion of GREEN, AMBER and RED choices that are available.

☑ The committee has used the findings to stimulate discussion and identify practices that are done well and those that could be improved.

Assessing the menu

Before assessing the current menu you may wish to review the presentation (on the CD-ROM located in the back of the Tool Kit).

Provide a copy of the menu to each committee member. Look at each food or drink listed on the outlet menu and those available in other areas of the facility including vending machines, fundraising and catering. Obtain recipes and contact suppliers for nutritional information on ingredients.

Assessing the situation

Once the committee has a good understanding of the strategy it is time to assess the current situation to identify the areas where foods and drinks are provided. Some facilities that have a number of areas to address may find it easiest to nominate relevant committee members to investigate specific situations.

For example in a facility that has a privately-run kiosk, vending machines and functions menu managed by internal food services, the functions coordinator would be best suited to gather information on catering.

For example in a facility that has a privately-run kiosk, vending machines and functions menu managed by internal food services, the functions coordinator would be best suited to gather information on catering.
Step 1 — Assess how menu items are displayed

To determine the proportion of products that are available first identify what menu items are displayed together.

Start by drawing a basic floor plan of the outlet as this will illustrate what foods and drinks are grouped together (refer to Figure 1).

This example shows there are six sections that will need to be assessed (highlighted in dark blue) including a drinks fridge, snack stand, ice-cream cabinet, refrigerated cabinet, hot bain marie and cake cabinet.

The next step is to look at each section separately. Draw a basic diagram which captures the range of products and how they are arranged.

Figure 2 illustrates the types, volume and placement of cold drinks available for the above example. This diagram also identifies there are a total of 10 shelves which will help to determine the proportion of choices displayed.

![Figure 1. Kiosk floor plan](image1.png)

![Figure 2. Diagram of kiosk drinks fridge](image2.png)
Step 2 – What category?

Now determine whether a food or drink fits into the GREEN, AMBER or RED category. Use the ABC strategy to assist this process including:

- The types of foods that fit into GREEN, AMBER or RED are listed on page 10, 13 and 15 of the ABC strategy.
- The Food and Drink Guide (pages 27–39 of the ABC strategy) identifies what category commonly supplied products are most likely to fit. Certain foods and drinks may differ depending on the ingredients used or cooking techniques so that some products may fit into more than one category. Those foods that have an AMBER and RED symbol in the ‘Likely ABC category’ column will need to be assessed against Nutrient Criteria to identify RED foods and drinks.
- If, after looking at the information on these pages it is still unclear as to whether a product fits into the RED category, look at the Nutrition Information Panel on the label of the product. Compare this information with the correct food or drink table from the Nutrient Criteria on pages 18 and 19 of the ABC strategy.
- Assess products using the serve size as sold in the kiosk as this may differ from the serving size listed on the Nutrition Information Panel ie. 500mL bottle versus 2 x 250mL serve. The information on reading food labels on pages 20 to 26 of the ABC strategy will be helpful at this point.

It may help to start this process by focusing on identifying RED options first. Once all foods that fit into the RED category have been identified, use pages 10 and 11 of the ABC strategy for details about the types of foods that fit into GREEN and highlight these foods. The remaining foods will fit into AMBER.

TIP: Use GREEN, ORANGE or RED coloured pencils or highlighters to shade where foods and drinks fit within the three categories on the menu and the diagrams for each section (refer to Figure 3).

<table>
<thead>
<tr>
<th>Door 1</th>
<th>Door 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Soft drink</td>
<td>Sports drinks</td>
</tr>
<tr>
<td>Soft drink</td>
<td>Sports drinks</td>
</tr>
<tr>
<td>Soft drink</td>
<td>Diet soft drink</td>
</tr>
<tr>
<td>Water</td>
<td>Fruit juice</td>
</tr>
<tr>
<td>Water</td>
<td>Flavoured milk</td>
</tr>
</tbody>
</table>

Figure 3. Classified drinks

Step 3 — Assess the proportion of products available

Using the diagrams for each group of products, determine the amount of GREEN, AMBER or RED choices. For the drinks example count the number of shelves that contain GREEN, AMBER or RED – in this case five shelves contain RED options, three AMBER and two GREEN (refer to Figure 3).

If there are five RED shelves out of total of 10 shelves this represents half or 50 per cent of the drinks displayed ie. 5/10 x 100% = 50%.

Using the same approach 30 per cent of the drinks are AMBER and the remaining 20 per cent GREEN choices. Repeat these steps for the remaining sections in the outlet.
Step 4 — Look at the overall mix

Now that all foods and drinks have been classified and the proportion of choices from each category calculated look at the overall mix of foods available. It may help to tabulate the results to highlight areas that require more attention to help prioritise actions (refer to Figure 4).

For the example it is evident the snack stand and bain marie will require the most work with the highest percentage of products from the **RED** category. This process also identified that the refrigerated cabinet currently complies with the strategy ie. 20 per cent of the refrigerated foods displayed are **RED** choices.

**Step 5 — Discuss the findings**

It is now up to the committee to discuss the findings from the various sections where foods and drinks are supplied. For each section discuss:

- priority areas that require changes and a timeline for implementation
- additional elements that require attention ie. product placement and advertising materials
- potential resource requirements ie. equipment or staff training
- whether additional representation on the committee is required.

Following these discussions consider if a coordinator is required to lead changes in specific areas.

<table>
<thead>
<tr>
<th>Display Area</th>
<th>% GREEN</th>
<th>% AMBER</th>
<th>% RED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Snacks stand</td>
<td>10</td>
<td>10</td>
<td>80</td>
</tr>
<tr>
<td>Drinks fridge</td>
<td>20</td>
<td>30</td>
<td>50</td>
</tr>
<tr>
<td>Ice-cream cabinet</td>
<td>0</td>
<td>40</td>
<td>60</td>
</tr>
<tr>
<td>Cake cabinet</td>
<td>0</td>
<td>40</td>
<td>60</td>
</tr>
<tr>
<td>Refrigerated cabinet</td>
<td>50</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>Bain marie</td>
<td>0</td>
<td>10</td>
<td>90</td>
</tr>
</tbody>
</table>

**Figure 4. Proportion of products displayed**

**Check your progress**

- All areas where foods and drinks are supplied have been identified and assessed against the requirements of the strategy.
- Foods and drinks that fit into the **GREEN**, **AMBER** and **RED** categories have been identified.
- The proportion of foods and drinks from the **GREEN**, **AMBER** and **RED** categories have been determined.
- Additional elements that require attention have been identified including a timeline for change.
Breeze Café – The Prince Charles Hospital Foundation

“Our customers have welcomed the changes to the café especially the increased range of fresh foods now on offer,” Ricardo Dawson, Manager.

“We’re more conscious to reduce fat content, use better oils such as canola and increase both the proportion and variety of vegetables in our meals.

“We’ve also made changes to our daily schedule to allow the café to offer healthier snack and meal items from 9.30am until 3.00pm. Deep-fried options have been reduced and are now offered less often. Instead we have increased the amount of oven-baked and grilled hot foods – grilled fish can be ordered all day! ”

“Changing the menu is just one aspect of our plans to implement the strategy. We’re also trying to inform our customers about the strategy and promote the healthier options. We’ve laminated the posters and placed these in the seating areas.

“We are now looking at ways to highlight the healthier choices after seeing how other sites have colour-coded shelves and cabinets.”
Section 4 – Developing alternatives

In Section 3 the committee assessed the current menu, collected information on current practices and identified additional areas requiring improvement. This information will be used as the committee starts developing alternatives.

This section contains:

- the planning process to work through changes
- important considerations when choosing foods for A Better Choice menu
- information on ways to modify recipes
- guidelines to meet the strategy's promotion requirements.

Key elements of success

☑ An approach to introduce healthier foods and drinks is developed that considers all factors and areas where foods or drinks are supplied.

☑ A new menu is planned and developed that meets the requirements of the strategy and features a variety of healthy food and drink choices that are tasty, attractive, of good quality and served at the correct temperature.

☑ The committee identifies and prioritises the areas for improvement.

Moving to A Better Choice

Moving towards A Better Choice will involve a series of steps including how to phase in healthier options whilst reducing RED choices. The committee should reflect on those key elements identified in section 3 during this process for each area where foods and drinks are provided.

Step 1 – Determine products to be phased out or reduced

<table>
<thead>
<tr>
<th>Snack stand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potato crisps</td>
</tr>
<tr>
<td>Veggie chips</td>
</tr>
<tr>
<td>Assorted lollies</td>
</tr>
<tr>
<td>Chocolates</td>
</tr>
<tr>
<td>Dried fruit</td>
</tr>
<tr>
<td>Muesli bars</td>
</tr>
</tbody>
</table>

Figure 1. Diagram of kiosk snack stand

For each section within the food outlet determine what changes are required to reduce RED foods and drinks to a maximum of 20 per cent of choices displayed. Identify RED options that need to be reduced and those that will be phased out.

Prioritise those sections that contain a high proportion of RED items. These may require more time to introduce and trial alternatives.

Figure 1 illustrates the types of products currently displayed by the snack stand from the previous kiosk example. Currently RED options make up four out of five shelves which represents 80 per cent of the choices displayed.

To meet A Better Choice, RED snack foods can only make up one full shelf in this example. The RED items that will need to be reduced or phased out include potato crisps, veggie chips, assorted lollies, chocolates and muesli bars.

Step 2 – Identify alternative to be trialled

Determine whether commercial GREEN or AMBER options are available to replace RED products. Brainstorm whether comparable alternatives could be used from the existing menu by simply changing ingredients or cooking methods where possible to improve
their nutritional value (refer to recipe modification guidelines on pages 25 – 27).

During this process also consider:
- current stock levels
- time required to make changes
- capacity to develop comparable options
- investigate substitute products
- popularity of product lines
- cooking equipment available
- impact on workflow and schedules.

Try to determine a few options to trial as acceptance may vary. As **RED** choices are phased out and healthier choices brought into the menu to replace them (ie. standard pies are replaced with reduced fat alternatives of a reasonable serve size), there is no need for a ‘one for one’ replacement for all items that are phased out. This may be the opportunity to streamline the menu and tailor choices to customer preferences. Check the proportion of choices displayed. Again colour-coding items and diagrams will assist.

<table>
<thead>
<tr>
<th>Snack stand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dried fruit</td>
</tr>
<tr>
<td>Air-popped popcorn</td>
</tr>
<tr>
<td>Assorted sweet and savoury muffins</td>
</tr>
<tr>
<td>Cereal bars</td>
</tr>
<tr>
<td>Potato crisps</td>
</tr>
</tbody>
</table>

**Figure 2. Proposed snack stand changes**

Figure 2 illustrates the proposed changes for the snack example. **RED** foods have been reduced to 20 per cent of the snack items displayed (ie. one shelf) and moved to the bottom of the stand.

The proportion of **GREEN** and **AMBER** options has been increased to 30 per cent and 50 per cent respectively. **GREEN** items have been moved to prominent shelves to promote these options.

Changes include reduced-fat cereal bars to replace the muesli bars, introducing new single serve **GREEN** choices including tuna and crackers and plain air-popped popcorn. The kiosk has also introduced a range of new savoury and sweet muffins that are prepared on site.

**Step 3 – Determine timing of changes**

Identify a timeframe to reduce **RED**, introduce and trial new menu items. Take into account time required to turnover current stock, order in new products and promote new options.

**Step 4 – Identify promotional ideas**

Identify ways to promote new options to generate interest with customers. Offer taste tests, run a competition for healthy recipes or arrange meal deals to promote healthier products.

**Step 5 – Seek feedback from customers**

Approach customers for informal feedback or arrange a short survey to assess satisfaction with the new menu items. Seek input into taste, presentation, and price. This will help to increase customers’ awareness of the new menu items and involve them in the planning process which will help increase the likelihood that they will support the changes.

**Step 6 – Finalise choices**

There are many practical factors to consider when finalising which healthier alternatives will be supplied. Consider the following:
- Don’t make the menu too extensive. Reducing options will reduce workload. Provide an appropriate number of choices to
Section 4 – Developing alternatives

keep the menu interesting, manageable and profitable. Offer customers a core of food items that seldom change and add variety by providing specials at certain times, or days of the week, or on the summer or winter menu.

- Change the types of foods available at morning tea and lunch to ensure there are healthy, satisfying choices on offer. For example, the current menu may contain a number of lines of confectionery, crisps and cakes available at morning tea. These could be replaced with yoghurts, fresh fruits, bread-based mini pizzas, reduced-fat high fibre fruit loaves or savoury muffins, or baked potato, sweet potato and pumpkin wedges with Cajun spices to include a tasty vegetable alternative.

- Avoid large serve sizes of foods that fit into the AMBER category. Order in smaller serves of commercial food products where available. Prepare smaller serve sizes of foods and drinks that are made or packaged on the premises.

- Promote healthy ‘meal deals’ on the menu. This provides value for money and encourages the concept of combining foods to create healthy meals.

- Add interesting, enticing descriptions and names for menu categories and foods on the menu.

- Price foods and drinks appropriately for the market.

- Bring new choices into the menu and promote these well. Consider to phase out RED foods once the new products are selling well.

In undertaking this phased approach, changes to the menu are likely to evolve rather than be designed all at once. Section 6 ‘Getting on with the job’ will provide more hints and tips on managing changes before finalising the menu.

Templates that capture the steps described in this section have been developed to help phase in alternatives and reduce RED options. The template can be used to record decisions about alternatives to be tried, timing, feedback, final selections for the menu and promotional ideas.

The diagram below illustrates the alternatives to introduce to the snack stand example. An electronic copy of the template has been included on the CD-ROM.
### Phase in/out template

<table>
<thead>
<tr>
<th>Products to phase in/out or reduce</th>
<th>Potato crisps, veggie chips, muesli bars, lollies and chocolates.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alternatives</td>
<td>Trial new cereal bars, tuna and crackers, air-popped popcorn, assorted sweet and savoury muffins.</td>
</tr>
</tbody>
</table>
| Timing                            | Introduce cereal bars, tuna and crackers and popcorn in March.  
                                        Introduce sweet and savoury muffins in April. |
| Promotional ideas                 | Promote changes to snack items in March (bars, popcorn and tuna and crackers) and April (muffins) through local newsletter.  
                                        First week March offer taste test of new cereal bars, second week tuna and crackers and third week the popcorn.  
                                        Hold a competition for healthy muffin recipes with winning recipe to be made by the kiosk. |
| Feedback                          | Ask customers opinions on free samples and monitor amount of samples remaining to determine most popular items. |
| Finalise choices                  | Tuna and crackers, air-popped popcorn and muffins. Look for other commercial cereal bars and trial in three months. |
Recipe modification

Recipes can be made healthier by making a few simple changes to cooking methods, preparation and the ingredients used. The information below will assist in making recipes both healthier and easier to prepare.

Foods and drinks prepared on site are best assessed by looking at the types of ingredients and preparation methods used. The Food and Drink Guide on page 27 – 39 of the ABC strategy will help classify foods prepared on site.

For example, if all GREEN ingredients are used, the meal item is considered a GREEN choice. If a meal contains ingredients from two categories ie. GREEN or AMBER the meal is considered an AMBER choice. Use the Food and Drink Guide to help identify where ingredients are likely to fit.

Successful makeovers — ingredients

Many recipes call for more fat, sugar and salt than is needed for good flavour and quality. Depending on the recipe, substitute or reduce ingredients to decrease fat, sugar and salt and add ingredients to increase the fibre content and nutritional quality of the food.

Always test the recipe when making a modification. Adjust the ingredients and method until you have a consistent result. Trial samples with customers – offer taste tests and ask for feedback.

A recipe template has been included to assist this process. The template contains an ingredients list, ingredient and packaging costs and space to note instructions. The template can be found on the CD-ROM.

When modifying recipes, ask these questions:

1. What are the ingredients of concern?
   Look for ingredients that are high in fat, salt and/or sugar.

2. Why are these ingredients used?
   Are high fat, salt and sugar ingredients there for appearance, flavour or texture?

3. Can the ingredient be left out?
   If certain ingredients are removed how will this affect the overall appearance, flavour or texture of the dish?

4. Can the ingredient be decreased?
   If an ingredient is required that has high amounts of fat, salt or sugar, can the amount used be reduced? For example use less oil, margarine, butter or cream; syrups, honey and sugars; or ingredients that are salty.

5. Can a substitute be used?
   Is there a substitute for any ingredients that can improve the nutritional quality of the food?

Ideas to reduce total fat and kilojoules

- In many baked goods such as muffins and cakes, try replacing half to all of the fat with unsweetened apple puree or low-fat plain yoghurt.
- Use baking and grilling on a rack as preferred methods of cooking rather than frying.
- Replace whole milk with reduced-fat or skim milk.
- Use naturally lower-fat cheeses, such as feta, ricotta or mozzarella, or use reduced-fat varieties. Reduced-fat cheeses that contain 25g fat per 100g grams have a good taste, texture and melt well.
- Use reduced-fat evaporated milk instead of cream.
- Use natural low-fat yoghurt as a substitute for sour cream or use extra light sour cream.
- Use reduced-fat coconut-flavoured evaporated milk instead of coconut cream.
Use clear ‘oil-free’ salad dressings, or those made with canola, olive, sunflower or soy oil.

Use spray oils instead of pouring oils.

Use poly – or mono-unsaturated spreads on sandwiches instead of butter.

Trim meats of visible fat before cooking and choose cuts without marbling (ie. topside, blade, rump, gravy beef, pork fillet, trimmed lamb, remove the skin from chicken).

Ideas to reduce sugar

In baked goods such as breads and biscuits reduce sugar by one-quarter to one-third. Extra spices such as cinnamon or nutmeg and flavourings eg. vanilla essence, can be added to compensate for reduced sweetness.

Buy unsweetened frozen fruit or fruit canned in water or its own juice.

Stew fruit without added sugar – dried fruit can also add extra sweetness if needed.

Replace one-quarter of the sugar in biscuits, bars and cakes with an equal amount of skim powdered milk. This reduces kilojoules and increases the calcium, protein and some vitamins in the food.

Moving to A Better Choice – Ipswich Hospital Kiosk

“We’re astounded by the response we’ve seen since introducing healthier options. Our new range of healthy hot meals and stir-frys has by far been the most popular – we’ve sold up to 20 portions in 15 minutes!” Katie Guest, Manager.

“We’ve worked through a number of changes to create recipes that are either GREEN or AMBER choices. We’re reducing the fat content by using less fat in cooking and asking our butcher for leaner cuts of meat such as skinless chicken breast and trimmed rump.

“We’ve reduced the amount of sauces used in preparation and have found reduced-fat, reduced salt options. We’ve also bulked the recipes with vegetables which now make up to half the ingredients and are serving the meals with rice, noodles or pasta.

“By working with our customers we’ve managed to come up with a suitable range of recipes, serving size and price. All our new meals are $6 per serve and we have started offering combination deals to promote other healthy items in the kiosk. We’ve started to price our healthier choices more competitively against less healthy options and have increased the cost of some RED items.

“Every morning we’re now phoning several staff members to let them know what lunch options are available. We’ve had a tremendous response from our customers. We’ve seen some of our regulars buying healthier meals instead of their usual choices.

“We’re now looking to other areas in the kiosk to support the strategy including reviewing our staff uniforms to feature GREEN choices. We’re also looking to use the Go for 2 and 5 materials to help promote healthy eating messages to our customers.”
Ideas to reduce sodium

- Do not add salt to fillings in sandwiches, rolls and wraps.
- Gradually reduce the amount of salt in a recipe each time it is made. Customers will adjust to a less salty flavour over time.
- Choose herbs such as coriander or parsley and spices such as paprika and cumin, which complement the food and add flavour instead of salt.
- Choose garlic and onion powder rather than garlic and onion salt.
- Do not add salt to the water when cooking pasta, noodles or rice.
- If using canned vegetables use low salt varieties.

Successful makeovers — cooking methods

Reviewing cooking methods is another way to make some simple changes to increase the range of healthy options available. Consider whether menu items can be:

- Steamed or blanched (in water)
- Grilled, roasted, or baked on a rack
- Stir fried or pan fried with minimal oil; or
- Cooked in a microwave.

Using baking paper on trays for oven baked items and non-stick cookware are also another way to avoid adding fat.

Ideas to increase fibre

- Keep the skin on fruits and vegetables whenever possible and ensure they are washed thoroughly.
- Add extra vegetables to sandwiches, burgers, soups, salads, hot meals and in pizza toppings.
- Add fruits — dried and fresh — to muffins, cakes, pikelets and pancakes.
- Substitute wholemeal flour for half of the flour when making breads, muffins, pancakes, pikelets or other grain products.
- Use wholemeal bread for jaffles.
- Use wholemeal or wholegrain English muffins for pizza bases.
- Wholemeal pita breads, filled with salad, can be used as a variation to sandwiches.
- Brown rice makes a tasty ‘microwaved fried rice’.
Recipe guidelines

The following guidelines have been developed to complement the ingredient and cooking method suggestions to help improve the nutritional value of those foods prepared on site.

These guidelines are based on the Australian Guide to Healthy Eating (1998). This food selection guide provides information about the amount and types of foods needed each day from the basic five food groups, and that are consistent with the Australian Dietary Guidelines (2003).

Meals

- Include at least one serve of vegetables per person ie. 1 cup of salad; 1 small potato; 75g or ½ cup cooked vegetables, (dried) beans, peas or lentils.
- Provide at least one serve of bread and cereals per person ie. 2 slices of bread (60g) or 1 medium bread roll; 1 cup or 180g cooked rice, pasta, or noodles per portion (use wholemeal or wholegrain options where possible).
- Use one serve of lean meat or meat alternative per person ie. 65 – 100g cooked meat, chicken; ½ cup lean mince; 80 – 120g cooked fish; 2 slices of roast meat; 2 small eggs; ½ cup cooked (dried) beans, split peas, lentils and canned beans (NB: 150g raw meat will reduce to 100g once cooked).
- Use mono- or poly-unsaturated fats and limit to 1 – 2 teaspoons per person.

For example make spaghetti bolognaise using 80 – 100g lean mince meat and 1 cup of vegetables (ie. tomatoes, onion, celery, grated carrot) per person. Serve the sauce on 1 – 3 cups of pasta and offer 1 cup of salad per person.

Mid-meal and snack options

- Offer whole or sliced seasonal fruit.
- Include fresh, canned or dried fruit to baked goods or desserts where possible.
- Add ½ – 1 cup of vegetables to savoury options ie. savoury pancakes, breads, muffins or scones.
- Offer hot corn on the cob or sliced raw vegetables with reduced-fat dips, yoghurt or hommus.
- Use low or reduced fat dairy foods (ie. reduced fat yoghurt or dairy desserts, ricotta, reduced fat cream cheese) to replace cream, full-fat milk, cheese and cream cheese.
- Offer snacks that provide one serve of breads and cereals ie. a toasted English muffin, a plain fruit bun. For baked goods use 1/3 cup or 40g flour per person and substitute wholemeal flour for half the amount of flour used where possible.
- Limit added sugar to 1 – 2 tablespoons per person in baked goods or desserts.
Example recipes

“We’ve started to trial a healthy hot meal everyday which is selling really well. We’ve made changes to the types of ingredients used, for example changing to low-fat, low salt versions where possible and have spoken with our butcher to supply leaner cuts of meat.

Some recipes are now becoming quite popular where customers are asking us to make these dishes again and again – such as our Tuscany Chicken and Pasta,” Dian Kitteringham, Cook, Logan Hospital Auxiliary Kiosk.

Tuscany Chicken & Pasta

Serve 8 – 10

Ingredients

- 1kg skinless cooked chicken, diced
- 1 onion, diced
- 1 cup chopped capsicum
- 1 cup chopped zucchini
- 1 cup chopped celery
- 1 cup sliced mushrooms
- 415g no-added salt canned tomatoes
- 410g no-added salt tomato puree
- 2 tablespoons tomato paste
- 1 tsp crushed garlic
- 1 tsp basil
- 2 tsp reduced-salt chicken stock powder
- Canola oil spray

Method

Spray a heavy-based pan and sauté garlic, basil, onion, capsicum, zucchini, celery and mushrooms until tender. Add chicken and heat through. Add remaining ingredients and simmer until sauce thickens. Stir through cooked penne and serve.

(Source: Logan Hospital Auxiliary Kiosk, Southside Health Service District)
Pear and Banana Muffins

Makes 24 muffins

**Ingredients**
- Olive or canola oil spray
- 2 cups wholemeal self-raising flour
- 2 cups white self-raising flour
- 1 cup brown sugar
- 2 eggs
- 150mL low fat natural yoghurt
- ⅓ cup 100% orange juice
- 1 large banana, peeled and chopped
- 1 pear, cored and diced
- ½ cup low-fat milk

**Method**
Preheat oven to 170°C. Lightly spray muffin trays with oil. Sift flours, returning husks from the wholemeal flour to the bowl, add brown sugar. In a separate bowl mix eggs, yoghurt and juice. Combine with the flour mix and fold through fruit and milk (note: you may need less milk depending on the moisture of the fruit). Do not over-mix. Spoon into trays and bake near the top of the oven for 18 – 20 minutes. Turn out onto a wire rack to cool.

(Source: Healthy Food Fast, State of Western Australia, 2008)

Yoghurt Dip

**Ingredients**
- 250g reduced-fat cream cheese
- 175g reduced-fat strawberry yoghurt
- 1 – 2 strawberries, mashed
- 1 – 2 teaspoons sugar (to taste)

**This recipe:**
- Uses fruit and limits added sugar to ~ 1 teaspoon per muffin
- Provides 493kJ energy, 0.2g saturated fat and 1.9g fibre per muffin
- Uses low-fat yoghurt and milk instead of oil
- Provides a ½ serve bread and cereal per muffin
- Provides an AMBER alternative

**Method**
Whisk cheese, yoghurt and fruit together until combined well. Add sugar to taste and whisk until sugar dissolved. Serve as a dip with fruit platters or as a low-fat alternative to cream with scones or cakes.

Note: If using this dip as an alternative to cream add the yoghurt gradually to the cheese and fruit until you have reached a stiff consistency. Refrigerate prior to serving.

(Source: Dept. Food Services, Logan Hospital, Southside Health Service District)
Recipe makeovers – Royal Brisbane and Women's Hospital

Since the release of the ABC strategy, Food and Retail Services have started standardising hot meals that are prepared daily. The portion sizes of these meals have now been set at two levels, a regular and half serve. The large serve size is no longer available.

The standard portion size of a regular meal is now on average 350 – 360 grams. The meal consists of 180 – 200 grams main dish (lean meat or meat alternative with or without vegetables), 100 grams cereal or starch component and 60-80 grams of vegetables.

“We've changed ingredients and cooking processes to reduce the fat content and improve the nutrition profile of these meals. Each meal now provides at least one serve of vegetables per portion. We've managed to standardise 20 recipes and can now offer a GREEN or AMBER hot meal everyday,” Juerg Suter, Coordinator Food and Retail Services.

Point-of-sale and advertising guidelines

The committee will also need to assess how GREEN, AMBER and RED choices are displayed, promoted and advertised. Start by using the diagrams that illustrate how items are arranged in section 3. Also note any other additional advertising or promotional aspects associated with and around the outlet i.e. posters or signs, promotional stands, pictures on cabinets, fridges or vending machines.

A Better Choice specifies that GREEN foods and drinks are actively promoted and displayed in prominent locations for example:

- at eye-level on shelves, benches or cabinets
- at the front of bain maries or refrigerated cabinets
- beside cash registers and in high traffic areas
- are included across the menu
- are available at all times.

Figure 3. Chicken stew and steamed rice

In certain cabinets, for instance those that have an angled front or cabinets where shelving starts at waist height, eye-level may be the bottom shelves, as shown in the picture above. Food outlets within paediatric settings may define eye-level to be that which is equivalent for a child i.e. bottom shelves. The committee
should discuss this issue and determine appropriate positions for each area ie. vending machines or specific sections in a kiosk.

Use other opportunities within outlets to promote GREEN such as:

- highlight GREEN options on menu boards
- use point of sale stickers to indicate areas that contain GREEN choices
- feature GREEN choices in combination deals or specials
- display laminated posters that feature GREEN choices ie. Go for 2&5®, the Australian Guide to Healthy Eating or the Australian Dietary Guidelines.

As A Better Choice aims to make healthier choices easier, AMBER and RED choices must not be advertised. This includes:

- no signage or advertising featuring AMBER and RED choices on the top, front, sides or within internal shelving of cabinets, fridges and vending machines
- no promotional stands, product displays or materials ie. display boxes
- no point-of-sale promotions eg. two-for-one deals or upsizing, add chips for an extra $1, buy two for an extra $1
- no features in dining areas ie. advertising on tables, placemats or posters.

AMBER and RED foods and drinks must not be promoted. These items are not be displayed in prominent areas or locations within outlets and throughout Queensland Health facilities including:

- not at reception desks or counters in waiting areas
- not at the entrance or exit of a food outlet
- not beside cash registers
- not in lifts or on staff notice boards.

Menu boards and paper menus are permitted to list all items available including AMBER and RED options. However any graphic elements or advertising depicting AMBER and/or RED foods or drinks is not permitted. These should be reserved for GREEN foods and drinks.

Princess Alexandra Hospital Canteen

“We started to introduce changes by working with the Department of Nutrition and Dietetics once the strategy was released. Together we reviewed the range of cold drinks available and achieved a 30 per cent increase in the availability of GREEN drinks including plain and unflavoured mineral water. GREEN choices were moved towards eye-level at the top shelves to promote these drinks in keeping with the strategy,” Brendan Host, Supervisor.

“AMBER drinks such as flavoured milks, fruit juices and diet soft drinks were reduced to 45 per cent of fridge space and placed in the middle shelves ie. lower than eye-level. RED choices were reduced to 25 per cent of overall drinks displayed and moved towards the bottom and outer shelves.

“We undertook a brief exercise to monitor the affect of these changes on the sale of cold drinks. Overall we found that GREEN items sales increased by approximately 17 per cent, despite a wide range of AMBER and RED choices still being available to customers.

“We have also introduced large banners on both sides of the drinks fridge to help promote the strategy and help highlight GREEN drink options to customers.

We are now working on further changes to reduce the volume of RED options to a maximum of 20 per cent of fridge space to meet the strategy recommendations.”
Check your progress

☐ The committee has considered all areas where foods or drinks are supplied and the associated changes for promotion, advertising and displaying of items.

☐ All menu planning issues have been taken into consideration in re-designing the menu.

☐ A decision about the introduction of alternatives for each area where foods or drinks are supplied has been made.
Section 5 – Beyond canteens, cafés and kiosks

In Section 3 and 4 the committee assessed the menu, collected information on current practices, developed menu alternatives and identified ways to promote healthier choices in a food outlet. This section includes information on additional areas within Queensland Health facilities where the ABC strategy applies.

This section includes:
- information on the associated ABC catering guidelines
- guidelines for vending machines
- information on healthier fundraising activities.

Key elements of success
- Internal catering menus are reviewed and offer only GREEN and AMBER choices.
- All vending machines within the facility contain only foods and drinks from the GREEN and AMBER categories.
- All vending machines comply with the ABC strategy’s promotion and advertising requirements.
- Fundraising activities conducted within Queensland Health facilities that involve the provision of foods or drinks offer only GREEN and AMBER options.

Catering a better choice

Where catering is provided, prepared, paid for and/or delivered to Queensland Health facilities for the consumption of staff and/or visitors, RED foods or drinks are not to be supplied. Catering Guidelines for Meetings and Functions have been developed to ensure foods and drinks of good nutritional quality are provided and apply to the following situations:

- All meetings, forums or events paid for by Queensland Health ie. lunch provided to staff at a business meeting.
- All situations where external agencies purchase and deliver catering to Queensland Health facilities ie. a pharmaceutics representative supplies afternoon tea for a ward in-service.
- All special events such as awards nights, program launches, official or celebratory events (excluding those that are considered as a one-off RED occasion).

Healthy catering – Robina Hospital

The opening of the Accident and Emergency Department, Intensive and Coronary Care Units at Robina Hospital were identified by Food Services as an opportunity to trial changes to their catering menu.

“We put our heads together to come up with GREEN and AMBER options in place of standard assorted cakes and slices. We used mini-pikelets and wholemeal toast bites as bases for a variety of toppings. Fruit sticks and a low-fat date loaf were also offered.

“It was fantastic to hear the number of positive compliments about the taste and presentation. We managed to reduce RED options and offer healthier alternatives that were certainly well received.

“We have continued to offer and build on these new menu options which have become very popular,” Louvain Clewer, Coordinator Food Services.

Morning tea menu

- Mixed finger sandwiches on wholemeal bread
- Chicken, mayonnaise and parsley
- Salmon and dill
- Ham, cheese and tomato
- Mini pikelets with assorted toppings
- Cottage cheese and tomato
- Egg and shaved ham
- Capsicum and feta rolls wrapped in thinly sliced cucumber
- Wholemeal toast bites with baked pumpkin or sweet potato, crumbed feta and walnuts
- Fruit sticks with grapes, strawberry, honey dew and rockmelon
- Low-fat date loaf

Healthy catering – Logan Hospital Food Services

The Food Services Department at Logan Hospital used the strategy and catering guidelines to create A Better Choice Function Menu. Healthier alternatives were introduced by changing ingredients and preparation methods such as oven-baking hot finger foods versus deep-frying.

“We’ve introduced some new menu items including a vegetable platter with dips as well as a greater range of plain and herbal teas. We’re also trialling some low-fat toppings to serve with scones in place of cream.

“We’ve had some success with a combination of reduced-fat cream cheese, fruit puree and reduced-fat yoghurt which is currently used as a dip with our fruit platter.

“Using the strategy we’ve also colour coded the functions menu to illustrate GREEN, AMBER and RED choices which customers have found very useful. We’ve now phased out RED options on the menu so only GREEN and AMBER options are available to comply with the new Catering Guidelines for Meetings and Functions.” Dudley Seneviratne, Manager, Food Services.
Healthy vending

All vending machines within Queensland Health facilities must not stock, promote or advertise foods and drinks from the RED category. GREEN choices should be always available, placed in prominent shelves and/or eye-level and actively promoted. Foods and drinks from the AMBER category can be displayed and stocked in machines however these products are not to be actively promoted or advertised.

Use the Food and Drink Guide on pages 27 – 39 of the ABC strategy and read nutrition information panels on products to select better options.

Guidelines for suitable drinks

Hot beverages:
- Offer reduced-fat, low-fat and/or skim milk options
- Offer reduced-fat chocolate flavourings
- Offer sugar alternatives ie. artificial sweetener

Cold beverages:
- Plain water
- Plain unflavoured mineral or soda water
- Some flavoured waters (check label against nutrient criteria for RED drinks page 18 of the ABC strategy)
- Flavoured milk and milk alternatives up to 300ml as sold
- Plain regular, reduce-fat, low-fat and/or skim milk and milk alternatives
- Fruit juice (96 – 100%) up to 300ml as sold
- Artificially sweetened, low-joule, and/or sugar free soft drinks

Guidelines for suitable snack options

Foods:
- Tuna and crackers
- Salsa and crackers
- Some flavoured rice crackers (check label against nutrient criteria for RED snacks page 19 of the ABC strategy)
- Plain air-popped popcorn
- Crispbreads, crackers, rice or corn cakes (offer reduced salt where possible)
- Reduced-fat, reduced salt re-constituted soups
- Reduced-fat, reduced salt noodle bowls or cups
- Cereal-based or fruit-filled bars (check label against nutrient criteria for RED snacks page 19 of the ABC strategy)
• Sliced or chopped fruit ie. fruit salad in tubs or sliced apple in a bag
• Packaged whole fruit
• Packaged salads (offer dressing separate where possible)
• Packaged sandwiches, rolls or wraps (use Food and Drink Guide on page 27 – 39 of the ABC strategy for appropriate fillings and request extra salad)
• Dried fruit
• Dried fruit and plain nuts
• Plain or salted dry roasted nuts
• Reduced-fat plain sweet biscuits (check label against nutrient criteria for RED snacks page 19 of the ABC strategy)
• Reduced-fat fruit – or vegetable-based muffins (check label against nutrient criteria for RED snacks page 19 of the ABC strategy)
• Reduced-fat chocolate or coffee flavoured sticks

Some facilities may find non-food items a useful addition to vending machines such as:
• Toothpaste and tooth brushes
• Shower caps
• Shower gel, shampoo and conditioner
• Band-aids.

Healthy fundraising

Most Queensland Health facilities undertake fundraising activities. They can be a good way of involving everyone in health-promoting activities.

Under the ABC strategy, all fundraising activities that are conducted within health facilities must not use foods or drinks from the RED category. Such activities must be consistent with the values, purpose and goals of Queensland Health and the Queensland Government – to promote a healthier Queensland.

There are many fundraising ideas that can raise revenue for facilities and complement the ABC strategy.

Some examples of healthy fundraising that supports A Better Choice include:

• Healthy barbecues, raffles and bake sales.
• Physical activity events — walk-a-thons, fun runs, bike-a-thons, round robin sporting competitions (ie. touch football, soccer, or netball).
• Leisure, culture and the arts — local cinemas run preview screenings of new movies and a percentage of the profit comes back to the facility, produce a recipe book, offer travel vouchers or host an art show.
• Social events — gala dinner, charity ball, or trivia night.
• Non-food fundraisers — spring flower drives, books or CDs, home wares, gardening tools, calendars or cards.
Healthy alternatives to sausage sizzles

There are a number of ways to make the common sausage sizzle consistent with *A Better Choice*. Consider approaching a local butcher to make sausages using leaner cuts of meat and less added salt. Such sausages are also commercially available from a number of distributors.

Source: Courtesy of Health Promotion Connections.

Provide lots of salad ingredients and use reduced-salt sauces. Consider offering sliced zucchini, capsicum, mushrooms and onions or sliced pineapple and bananas for variety.

Offer wholemeal bread options and don’t pre-butter buns as this will save time and will also give people a choice. Consider offering whole fruit or a fruit salad too.

Other suggestions include:

- Lean hamburgers
- Vegie burgers
- Kebabs
- BBQ corn cobs
- Stuffed jacket potatoes

For more ideas for healthy fundraising visit:

*Fruitful fundraising*

A comprehensive guide that includes food and non-food fundraising ideas. Features include ways to promote physical activity; event and special day ideas; healthy fundraising policy information; evaluation and other useful resources.

A CD-ROM is available on request by email community.nutrition@dhhs.tas.gov.au.

*Fundraising Directory 2008*


*Nutrition Australia*


*Check your progress*

- Catering menus contain **GREEN** and **AMBER** options.
- All vending machines contain **GREEN** and **AMBER** options and comply with promotion guidelines.
- Healthier fundraising options are developed for those events that require improvement.
Section 6 – Getting on with the job

Managing a better choice

In Section 3 and 4 the committee developed plans to implement A Better Choice. This section provides information on a range of key practice areas in food outlets — the management of staff, food, stock, organisation and workflow, money and promotion.

Making healthy choices easier also involves sound management and good organisation. Attention to all these areas will support changes made to the menu and enhance success.

Implementing A Better Choice also provides an educational opportunity to promote consistent messages about good nutrition to food personnel, facility staff, and visitors. These elements are explored in more details throughout this section.

Key elements of success

- Healthier food and drink choices are well promoted to customers.
- Tasks are organised in the most efficient way.
- Food safety is a key part of the outlet’s operation.
- There are enough staff (paid or volunteer) to run the outlet efficiently when it is open.
- The outlet has adequate equipment to prepare and serve foods and drinks in line with the strategy.
- An improvement checklist is developed to review a range of management practices and identify areas for improvement.

Managing changes

How outlets are managed can be as important in achieving the successful implementation of the ABC strategy as reviewing the foods and drinks sold.

The food outlet manager or convenor, whether paid or voluntary, plays an important role in the management of a successful kiosk or canteen. Managers lead by example as they guide and influence the work of paid staff or volunteers. They can help establish team spirit and provide a friendly, welcoming work environment.

Careful attention to the following issues can improve the ability of an outlet to implement menu changes successfully.

Planning

This involves looking ahead, working out what needs to be achieved, determining the best sequence for the jobs at hand and communicating this to the staff.

Organising and coordinating

This includes organising and coordinating all of the following resources within the outlet:

- People — preparing rosters, breaks for morning tea and lunch during the day, attracting, thanking and rewarding staff or volunteers and working as an effective team member.
- Food — ensuring safe, good quality food is prepared and served each day in a consistent manner. Ensuring foods on offer are appealing and flavoursome – this is achieved through attention to appearance, colour, taste, aroma and texture of foods. Ensuring recipes are modified to make them more nutritious.
- Equipment — maintaining well-functioning equipment and submitting requests for additional or replacement equipment where required.
- Time — ensuring food is ready for service at particular times.
- Money — keeping track of money flow at all times. Ensuring that the totals are rung off at the end of each trading period during the day, maintaining a standard float, ensuring that the banking is done regularly and accounts are well maintained.
Monitoring

This requires having an awareness of everything that is happening in the outlet. Examples include monitoring stock, food handling practices, the quality of foods and drinks delivered and served, staff or volunteer rosters, the success of special days, meal deals and other promotions run through the outlet.

Attracting staff

Whether paid or volunteers, food personnel are a valuable resource in the outlets and should be appreciated and made to feel welcome. It is important that staff know what is expected of them and have been shown the requirements of each task they carry out in the outlet. Written instructions and information posted on the wall can be helpful reminders. The outlet convenor or a committee member could use staff orientation as an opportunity to outline the strategy and provide updates about progress at staff meetings.

Keeping staff

Staff are more likely to continue to work in a food outlet when they enjoy themselves and feel valued. This can be achieved by:

- involving staff in menu planning and required changes
- identifying staff needs or training requirements in response to menu changes
- developing a buddy system
- involving staff in promoting healthier choices
- providing incentives or rewards for staff.

Identify staff needs

Consult with all staff on a regular basis to determine their training and development needs. Consider whether this is best done in a group or one-on-one manner. For example, arrange a focus group to allow staff to voice their viewpoints about the changes and the potential issues the new menu and promotional requirements have created.

Focus groups usually meet for approximately one hour to answer questions about the workplace as they see it. Through facilitated discussion, participants share their perceptions on issue(s) from their perspective.

After consulting with your employees, analyse the results to determine whether there are any skill gaps. Compare the skills staff currently have with the skills they require to do their current job, and with the skills they will require to achieve the future development of the menu.

Investing in training and developing skills empowers staff to confidently perform their jobs and will help gain their support in implementing changes. For more information on assessing staff needs visit TAFE Queensland at http://www.tafe.qld.gov.au/employers/index.html

Managing hygiene and food safety

Whatever menu changes are implemented, attention must always be paid to hygiene and food safety. All food businesses regardless of type (fixed, temporary, mobile or not-for-profit organisation) have a fundamental responsibility to ensure the sale of safe and suitable food. Everyone working in a food outlet should have the appropriate skills and knowledge to handle food safely and prevent contamination that can lead to food poisoning. This obligation applies to both paid staff and volunteers. Food handlers also have the obligation to inform the outlet managers or convenors when they are ill. In this case they should be excluded from food handling duties.

The Food Act 2006, does not apply to State food businesses ie. where the Government obtains profits from or covers the losses of
a food business in a State facility, such as a staff canteen run by a hospital food service department. Instead, Cabinet determined that all parts of Government involved in the sale of food, would ensure their food safety arrangements meet similar standards to their private sector counterparts. This is referred to as Equivalent Administrative Arrangements (EAA).

The aim of EAA is to ensure that all food sold from State food businesses is safe and suitable and to display a level of rigour in protecting public health comparable to that required of private food businesses. While licensing does not apply to State food businesses, other requirements for licensable food businesses are mirrored within the EAA. These include:

- Food premises design, construction and fit-out.
- Food safety skills and knowledge for staff, including Food Safety Supervisors.
- Routine Inspections of State food businesses.
- Food safety programs, accreditation and auditing.

It should be noted however, that if the government contracts a third party to provide food, the food business in that instance is not considered a State food business and is therefore subject to the requirements of the Food Act 2006 eg. a privately-run café in a hospital.

Queensland Health will progress the implementation of the EAA framework for State food businesses in 2008/2009. Further advice will be provided as to the requirements for State food businesses and the compliance dates in due course. Various information fact sheets relating to food safety matters can be obtained from the Queensland Health website at http://www.health.qld.gov.au/industry/food

Refer to the Resources section on page 65 for further materials about food safety.

There are three main types of food contamination:

- Physical — includes hair, dirt, insects and pieces of plastic or glass in food.
- Chemical — includes insect sprays, detergents or sanitisers getting into food.
- Microbiological — bacteria and viruses found on hands, on vegetables, in raw meat and on our clothes that get into food.

Bacteria need time, temperature, moisture and food to multiply. The types of bacteria that can cause food poisoning multiply quickly on potentially hazardous food.

Safe food handling

This applies to receiving, cooking, serving and holding food. It also applies to packaging and cleaning procedures.
Receiving food

Always check the use by and/or packaging date marked on goods that are delivered (where applicable).

Food prepared at home and provided for sale in Queensland Health Facilities

Any food sold through the food outlets, temporary food stalls or that is intended for sale elsewhere must fully comply with the Food Safety Standards legislation.

Storing food

Keep food covered to protect it from contamination. Label and date all foods in the refrigerator and freezer. Raw foods should be stored at the bottom of fridges and ready-to-eat foods at the top. Frozen foods should be hard when tapped. There should be no condensation on the outside of packages as this indicates they are starting to melt.

Preparing food

Hands should be washed thoroughly. Do not touch foods with bare hands — use tongs, utensils or gloves. Long hair should be tied back.

Thaw foods in the refrigerator or microwave on defrost. Once thawed, use foods as soon as possible. Do not refreeze thawed foods.

Wash fruit and vegetables thoroughly before use.

Prepare food fresh each day. Apply the FIFO (First In First Out) principle if food has been prepared in advance. Never mix old and new food. Take food ingredients out as required and use the principles of good workflow to complete jobs quickly and put ingredients and finished food items in the refrigerator.

Hands should be washed and chopping boards and knives changed or cleaned thoroughly when the type of food being chopped changes, for example, from cooked meats to washed vegetables. Using different coloured boards for different purposes, for example, red for raw meat, green for vegetables may help this process.

Cooking

Raw meats naturally contain bacteria. Meat needs to be cooked thoroughly to kill bacteria. An internal temperature of 75°C is needed in foods such as burger patties to kill bacteria.

Heating

In some outlets foods arrive precooked and require heating. The most common piece of equipment is a food warmer. Foods placed in food warmers need to heat rapidly to a temperature of 60°C or above within two hours. Food can then be held in the food warmer for a further two hours at a lower temperature. After a total of four hours the food should be thrown away.

Food display

There are many different ways foods are displayed and served in outlets. Cover or wrap all food on display in clear plastic wrap or paper. Display any potentially hazardous foods under temperature control, for example, hot foods such as pastas, pies, pizzas above 60°C and sandwiches, salads and milk drinks below 5°C.

Cleaning

Frequent regular cleaning of food outlets will help minimise the risk of contamination and food poisoning. Some points to consider include:

- clean and sanitise benches before starting food preparation
clean work-benches, sinks and floors daily
replace dishcloths and tea towels daily
clean refrigerators and stoves weekly and storage cupboards regularly.

Managing and ordering stock

The main aim when managing stock is to maintain the lowest level of stock while having sufficient stock to use or sell.

Effective purchasing to meet the requirements of the strategy means buying products:
• of the right quality;
• in the right quantity;
• for the right price; and
• at the right time.

There should be one person in the outlet responsible for ordering stock including foods, drinks, packaging and cleaning materials. This helps to prevent over-ordering or double ordering and maintains consistency.

To work out when to order stock, look at the food and drink requirements and how long it takes for the supplier to deliver the order. If possible try to order frequently so more perishable stock does not have to be stored for long periods of time. If the outlet is in an area where it is difficult to access stock frequently, it is better to access products with a longer shelf life.

Suppliers

When selecting a supplier, look for suppliers who:
• Are local, if possible.
• Keep the outlet manager or convenor informed of product availability and price increases.
• Provide competitively priced products.
• Allow reasonable payment terms.

• Are able to deliver to customers at appropriate times.
• Handle food safely (use refrigerated vehicles for chilled and frozen products and deliver fresh products in a covered vehicle).
• Offer specials or deals that meet the requirements of the strategy including free promotional material, discounts and equipment.

Ordering

When ordering stock:
• Check the stock currently in the outlet — a supplier product list can be used. This is a list developed by the manager containing information on each supplier and the products that the outlet orders from them. A manager can take a quick look at the stock on hand and use the product list to decide how much of each item is needed in the next order.
• Assess how well foods and drinks are selling as ordering will depend on the menu and sales.
• Consider seasonal changes.
• Keep a record of exactly what was ordered.

Hints and tips

• Storage space in outlets is often limited. Aim to have only the stock that is needed on hand. Order frequently as this reduces the risk of stock spoiling.
• Regular stocktakes should be done as the outlet needs to account for all stock. Aim to have as little stock as possible left over at the end of the month to avoid losing stock due to refrigeration breakdown, power failure or other unforeseen circumstances.
• Apply the FIFO (First In First Out) principle. Always use the oldest stock in storage before the newer stock. Do this by moving old stock to the front of shelves in the refrigeration unit and on storage shelves and place the new stock behind it.
• Reduce the price of slow moving stock. As long as it is within the use by date stated on the package, it is better to sell the stock at cost and recoup some money than throw it away.

**Receiving**

When the stock arrives in the outlet check the delivery docket and supplier’s invoice against the order. Check the date marked on goods where appropriate. Check for price increases and adjust the outlet selling price on items if required.

Once the committee has designed a healthier menu:

• Plan ahead for any interest days, official visits, cultural events or open days that may affect sales or change the types of foods being sold.
• Identify special days or theme days that promote healthy food choices.

**Workflow in food outlets**

Good workflow in food outlets is crucial. It ensures that food is fresh and attractive, reduces wastage and maximises the amount of food that can be prepared in the time available.

Workflow planning means organising tasks in a logical order to make the work easier. To help do this, simplify the tasks that need to be done.

Consider:

• Timing — when do different foods need to be ready?
• Equipment availability — what equipment is needed to prepare, cook, or heat and serve foods?
• Task allocation — who is doing each job?
• Preparation and cooking times to ensure all foods will be ready to serve at the same time
• Preparing food on slow days

• Preparing and package some menu items in advance to reduce customer waiting times ie. sandwiches, rolls, salads etc.

**Good workflow involves:**

• minimum movement and backtracking
• efficient use of space
• appropriate use of equipment
• the application of safe food handling techniques; and
• minimum expenditure of time and effort by all staff, for maximum output.

The principles of good workflow should be applied to the following tasks:

• receiving products
• storing foods and drinks
• preparing foods
• packaging
• holding — both hot and cold foods
• serving foods and drinks; and
• cleaning.

**Suggested workflow for preparing sandwiches, rolls, focaccias, wraps and burgers**

Making sandwiches, rolls, wraps, toasted sandwiches, focaccias and burgers can be a quick, simple operation when efficient methods are used, as outlined below.

Prepare all the filling ingredients for the sandwiches, rolls, wraps and salads first:

• Wash all vegetables well.
• Shred lettuce, peel carrots, slice tomatoes, grate carrot and cheese, drain beetroot etc.
• Put all ingredients in resealable, stackable containers (rectangular takeaway food containers seal and stack well and are easy to label).
• Prepare moist fillings which can be spooned onto the breads quickly.
• For sandwich preparation, arrange the containers of filling ingredients behind the bread board within easy reach.
• Make up one type of sandwich or roll at a time. Only lay out enough bread for 10 sandwiches at a time (approx. one loaf of bread). Crusts can be used for bread cases or breadcrumbs.
• Pair the bread slices — top slice above the bottom slice.
• Use a spreader or spatula rather than a knife to spread margarine thinly — it provides a barrier on the bread and prevents the sandwich from becoming soggy. For toasted jaffles, only spread margarine on the outside of the bread to reduce the total fat content of the sandwich. There is adequate oil in focaccias to prevent sticking in the sandwich maker.
• Place the filling on the bottom layer of bread.
• Cut using a sandwich guide and serrated bread knife. Wrap straightaway to prevent drying out. Some outlets may use sandwich packaging for better display.
• If a large number of sandwiches are required and a refrigerated cabinet is not available place high-risk fillings in a tray of ice to keep these at a safe temperature. Cover bread with plastic to prevent drying out.

Refer to appendix 1 on page 62 for more ideas on sandwiches, rolls and wraps.

For wraps (made from Lebanese or flat bread)
• Roll these carefully and firmly.
• Cut the wrap diagonally to show the contents and wrap in plastic wrap — not too tightly as the contents will be affected.

For burgers
Prepare all the buns with salad in advance and add the meat, fish, chicken or vegetable patty last (to maintain the correct temperature). The burgers can then be wrapped in paper or put into plastic containers for easy stacking and distribution. Develop a system for labelling the burgers to prevent confusion, for example 'CH' for a burger with cheese.

Managing food
How foods are presented can be as important as what foods are offered. Outlets can support the development of positive attitudes and behaviour towards food among customers.

The foods and drinks offered need to be nutritious, varied, quick and easy to prepare, appetising and well presented to appeal to customers. The following information provides practical ways to work with food to achieve these aims.

Ideas for new food and drink items can be found in the Food and Drink Guide on pages 27 – 39 of the ABC strategy, through food distributors, by modifying existing ingredients, and involving customers to identify what options they would prefer. Also refer to the Promotion section on pages 51 – 53 for ideas on ways to add variety to the menu.

Variety
‘Old favourites' will always have a place, however, add variety and interest to the menu through daily or weekly specials suited to the season. Smaller outlets may offer certain items for sale on a particular day of the week, for example, burgers on a Friday — this means all the preparation for that item is done on one day. Offer different serve sizes of foods where possible to meet the varied needs of customers.
Food appeal

Interesting contrasts in colour, flavour and texture can be achieved with the addition of fresh, crunchy vegetables in salads, burgers, rolls and wraps. Serve a variety of quality fruits in season. Fruit that is cut up and served in chunks or as a fruit salad is a more popular choice than whole fruit.

Presentation and positioning

How are foods presented? Look at the outlet from the customers' perspective — what can they see when they are at the counter? Attractively displayed foods and drinks, with healthy choices positioned at the front of the counter and in prominent positions in the fridges, sell well.

Take care with presentation of individual foods, for example, wrap sandwiches and rolls in clear plastic so the contents can be easily seen. Foods should look like, and be, good value for money.

Sandwiches, rolls and wraps

Well-priced sandwiches, rolls and wraps are filling, nutritious, convenient and are very popular. When presented well they have great visual appeal. Add variety by using a range of breads on the menu. Fresh salad vegetables add flavour, colour and texture.

Refer to appendix 1 on page 62 for ideas for sandwich fillings and a quantity guide for fillings.

Salads

Salads can be made more nutritious and filling by combining salad vegetables and lean protein or legumes. For example canned mixed beans, cheese, cold lean meats, canned tuna or salmon or egg. A slice or two of bread or small bread roll is also a good accompaniment. Be careful not to price salads too high.

Also consider rice, pasta or cous cous salads for variety. Watch salad dressings, use no-oil or low-fat dressings.

Meals

The type and number of hot food choices available will depend on a number of factors for example the equipment available to cook the food, to heat it and keep it hot; impact on workflow; or current season. Many commercial hot foods fit into the AMBER category if prepared using low-fat cooking techniques such as using non-stick cook ware, oven-baking, microwaving, steaming or grilling. Always check the nutrition information panel and offer moderate portions.

There are many hot healthier food choices that are easy to prepare that may be included; such as:

- baked stuffed potatoes
- flat bread pizzas
- burgers served with lots of salad
- reduced fat meat pies and sausage rolls
- legume or meat-based burritos
- noodles or stir fry dishes
- pastas
- chicken drumsticks served with salad
- oven-baked coated meats served with vegetables
- toasted sandwiches
- frittatas; and
- soups.
Roast meals

Use lean cuts and cook with minimal amounts of poly – or mono-unsaturated oils. Lean roast meats can be used in hot rolls, sandwiches, salad plates, pizza toppings or kebabs. Look for reduced-salt, reduced-fat sauces, stocks and gravies.

Offer a variety of vegetables instead of plain boiled mixed cuts – try corn on the cob, a mixture of roasted vegetables such as sweet potato, red onion, parsnips, pumpkin and corn (tip: these can also be used in salads), baked potatoes cooked in their skins filled with baked beans or a savoury mince topped with reduced-fat cheese.

Meal and snack deals

These are standardised lunches and snacks that are bought as a package. Meal and snack deals support the implementation of the strategy because they can:

- encourage customers to eat a nutritional balance of foods
- streamline lunch and snack production
- make ordering easy
- promote healthier choices and new foods on the menu; and
- offer value for money.

Meal deal ideas

- Soup with a bread roll and a piece of fruit.
- Cheese and salad sandwich and a small fruit juice.
- Salad roll, tub of reduced-fat yoghurt and bottle of water.
- Burger (lean meat patty and salad), small carton of flavoured reduced fat milk and small packet of dried fruit.

Snacks

There is a variety of snack foods that can be provided as part of a healthy menu. Some examples include:

- seasonal whole or sliced fruit
- fruit buns or reduced-fat cheese and herb scrolls
- popcorn
- small bags of unsalted or salted dry-roasted nuts
- hot cheese or ham, cheese and pineapple muffin melts
- reduced-fat, reduced salt dips with veggie sticks
- cheese and crackers
- snack packs – cheese, dried fruit, crackers, plain nuts
- cereal and fruit-based bars; and
- yoghurt and fruit cups.

Refer to Appendix 2 page 64 for more suggestions.

Healthy breakfast ideas

Many outlets serve breakfast. Offer nutritious choices all morning such as:

- assorted breakfast cereals served fresh fruit and reduced-fat, low fat or skim milk and milk alternatives
- fruit toast with condiments served separately
- toasted sandwiches
- egg and ham English muffins
- yoghurts with fresh or stewed fruit or untoasted mueslis
- fruit salad
- milk drinks (warm and cold); and
- assorted sweet and savoury muffins such as zucchini and feta, mixed berry, pumpkin and rosemary, apple and cinnamon.
Drinks

There are many choices of nutritious drinks available. Water is a good thirst quencher and should be encouraged.

MILKS are a rich source of calcium and many other nutrients important for optimal health. Choices include full fat and reduced fat milks (plain and flavoured), milkshakes, soy milks and soyshakes – use a moderate serve size of 300ml for all flavoured milks.

Offer juices in small serve sizes no greater than 300ml chilled or frozen to provide variety.

Managing money

It is not just the food that is sold that determines profit. There are many management issues that also play a part. Operating a financially successful outlet involves managing the resources efficiently and effectively this includes:

• knowing what the outlet spends and earns
• accounting for all money and stock
• working out the cost price of all items (that is how much it costs the outlet to make or buy the product) versus the selling price in order to determine actual margins or mark-up
• setting selling prices to cover all costs and make a profit.

For an outlet to operate as a profitable business, income must be greater than the running costs. Costing foods accurately is an important part of making sure all costs can be met. The cost of a food or drink can be calculated by:

• using the wholesale price of the food or drink
• adding up the cost of all the ingredients that make up a food or drink

• including the cost of packaging of the food or drink where appropriate.

Additional running costs to consider include:

• cost of employees including wages, workers compensation insurance, superannuation and long service leave
• electricity, gas and water
• rent
• equipment and potential ongoing maintenance.

Setting selling prices

Set selling prices to cover costs. The mark-up or margin is the difference between the wholesale price of the food (cost) and the selling price.

When setting the selling prices for foods and drinks consider:

• What is the cost of the food to the outlet?
• What are the other costs involved in running the outlet?
• What would be a reasonable price to pay in order to gain sales?
• Is there competition from other shops nearby?
• Will the outlet consider a policy of lower prices on foods and drinks in the GREEN category and higher prices on less healthy foods?

Develop a mark-up or margin schedule which will show the percentage mark-up on each item and use this to track sales volume of each food and drink item. This tool may help determine the average mark-up to use. Some outlets may use a standard gross profit for all items, that is, they apply a standard mark-up to all items.

The selling price can also be set using the supplier’s recommended retail price. If the outlet does not choose to sell at this price, it is important to regularly check for price increases using supplier invoices.
How to minimise costs

There are several ways to minimise costs in food outlets:

- Provide clear instructions for all staff to ensure that all foods and drinks are prepared and sold in standard serve sizes, for example, the same quantity of filling each time for sandwiches and rolls.
- Use portion control equipment so serves of foods and drinks are the same each time the product is made ie. standard serving spoons and set containers.
- Avoid unnecessary packaging and wrapping.
- Put procedures in place to provide accountability for all products and money.
- Sell foods and drinks nearing their use by date at a reduced price to avoid a total loss.

Managing promotion

Once foods and drinks have been revised to align with A Better Choice, it is important to make sure customers know what is now available for sale and are encouraged to buy it. Marketing and promotion of the new menu will assist in this process. Both are very important aspects of implementing the strategy.

Marketing is getting the right product in the right place at the right time at the right price using the right promotion to attract customers who will buy.

Customer surveys

To market the outlet and the foods for sale, gaining an understanding of customers’ ideas about healthy choices, their cultural background and any food preferences is vital. Food outlets are well placed to carry out brief satisfaction surveys to find out this kind of information and continue to review menu choices.

Keep surveys brief and user friendly ie. participants can simply tick boxes instead of writing long responses.

Frame questions to investigate:

- How well are new products being received by the customers?
- Do customers believe these products are good value for money?
- Do the customers know about the strategy?
- Are the customers satisfied with the outlet service?
- Are the customers satisfied with the range of healthy choices? If not, what would they like to see?

This information can be used to continue to review the menu, new products, determine pricing and assess the promotional strategies that are in place. Arrange to leave copies of the survey at registers with pencils and ask register staff to highlight the surveys to customers.

Also arrange an area to collect the surveys that is well signed. Consider having a staff or committee member to wander through the outlet to verbally take feedback during busy periods – this will increase the volume of surveys completed.

An incentive may also help to encourage customers to complete the survey. Offer a complimentary sample of a new menu item or advise participants they will be entered into a draw to win a free lunch.

Product

Foods and drinks for sale should meet the strategy’s display, promotion and advertising requirements (refer to pages 11 – 16 of the ABC strategy). There are many healthier foods and drink alternatives that are easy to prepare refer to the section on Managing food (pages 45 – 48) for suggestions.
Place

Place can mean many things. A helpful way of thinking about it is to consider the outlet’s image. Image is a combination of factors: what the outlet looks like, the food it serves, how food is promoted and how well connected the outlet is to the facility.

Involve customers in creating a positive image for the outlet. Some ideas for creating an image include naming the outlet. This could be done by holding a name competition for customers. Other suggestions include:

- Use easy-to-read menu boards to let customers know what is available while they queue.
- Repaint and refurbish the outlet — give it a new look. Use some of the profits to improve equipment and the work environment for staff.
- Create a space outside that is pleasant for eating.
- Arrange aprons for staff to not only give a professional look to the outlet but to also enhance hygiene standards.
- Update staff uniforms.
- Promote the outlet as a positive part of the facility in local newsletters.
- Arrange to have the menu and other relevant information placed on QHEPS.
- Promote the outlet as serving locally grown fresh food in support of the community’s farmers – keeping carbon miles to a minimum.

Price

Customers want variety at a price they can afford. They want value for money. Price products to sell. Keep pricing simple, so this is easier for personnel and customers, for example, $3.50 is preferable to $3.49.

Always check the selling price with customers. They will compare the cost with what they pay outside the facility. Refer to Setting selling prices on page 48 for more information.
Promotion

Active product promotion is essential when changing the menu to healthier products as it generates sales. Products sell best when they sound interesting to the customer and the customer feels they are going to get an immediate benefit by choosing that food.

Keep this in mind when creating an image for foods and drinks. Apply the ideas in the promotion checklist as these ideas can often increase the popularity of the food or drink. Put this into practice on the printed menus or menu board, as well as for individual foods.

Developing a communication plan may help to organise how to promote new products, upcoming changes to the menu and the overall messages about the strategy. Guides on how to prepare a marketing strategy are available from Public Affairs on QHEPS at http://qheps.health.qld.gov.au/media/tools_marketing.htm. The communication plan for the strategy’s implementation has been included on the CD-ROM as an example.

Draft a communication matrix to help identify who needs to be informed, what key messages need to be communicated and how this will be delivered (refer to CD-ROM for an example). Aim for 2 – 3 key messages and keep it simple. For example:

<table>
<thead>
<tr>
<th>Who</th>
<th>What</th>
<th>How</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers</td>
<td>Promote GREEN foods and drinks</td>
<td>• Create GREEN areas in drinks fridge, bain main and cold cabinet</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Use stickers against GREEN choices on menu board</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Offer GREEN special each day</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Place postcards in table talkers on cabinets in the outlet and in dinning area (tables and next to cutlery stand)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Place brochures at registers, in waiting areas in the outlet and at reception areas in the facility</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Contact Media and Communications to send a copy of the new menu and weekly GREEN specials to all staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Place posters in and around the outlet, in lifts, at information areas and on notice boards</td>
</tr>
<tr>
<td>Queensland Health staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visitors</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Section 6 – Getting on with the job
Contact your local Public Affairs Officer for marketing ideas and advice. Use the checklist below to help target activities to promote your message.

**Promotion checklist**

- Know the audience.
- Use their language, terms, symbols and icons.
- Sell a benefit, lifestyle and image.
- Use motivating, descriptive, sensory words, for example, ‘delicious’, ‘mouth watering’, ‘scrumptious’.
- Use branding for the foods and drinks, not generic terms, for example, name a burger after your outlet, or give a meal deal a special name.
- Use theme foods/days, specials, sampling, meal and snack deals, and giveaways. Rotate foods through the menu.

Use the point-of-sale materials that have been developed to help inform customers about the strategy and promoting **GREEN** choices. Additional copies of the poster, brochure, stickers and postcards are available at Queensland Health Publications ph: (07) 3234 1053.

Look for opportunities to be involved with other campaigns that promote healthy eating and healthy lifestyles. **Go for 2&5®** and **Eat Well Be Active** campaigns have associated merchandise available that may assist promotions. Refer to **Resources** on page 65 for contact details and websites with more ideas for successful promotions.
Promoting better choices – Royal Brisbane and Women’s Hospital

Food and Retail Services at Royal Brisbane and Women’s Hospital have a history of promoting healthier menu items to their customers. “We’ve learnt from previous projects that changing menus and recipes is just one aspect to consider. Promoting healthy choices and providing consistent messages are equally important,” states Don Bambry, Manager Food and Retail Services.

Drawing on this experience, Food and Retail Services have introduced a number of methods to promote and identify their better choices.

Examples include:

- colour coding shelves to highlight GREEN, AMBER and RED options (refer to Figure 1)
- installing plastic holders in the food court to display information brochures
- arranging features in local newsletter News at the Royal
- organising broadcast emails to staff
- placing posters on notice boards within the hospital
- preparing an on-hold phone message for switchboard.

“There are many opportunities to promote healthy menu items. We’ve experienced great success with cooking demonstrations, taste tests and participating in other initiatives that promote healthy eating such as the Go for 2 and 5 campaign and health interest weeks including National Nutrition Week.

“We've just received a small grant from the Go for 2 and 5 campaign to focus on promoting GREEN choices in the food court. Plans are under way to finalise the implementation of the strategy to coincide with these activities and then work towards celebrating our achievement with an official launch of A Better Choice in July.”
Improvement Checklist

In addition to reviewing the types of foods and drinks offered for sale, successful implementation of the ABC strategy requires careful attention to a number of other matters as outlined in this section. The following improvement checklist summaries key elements to achieve A Better Choice and identify other factors that will influence its success.

The committee can explore and discuss each factor and identify areas for improvement to help plan changes required.

The checklist may be used to help monitor progress. If current practice meets the key element described, then a tick can be entered in the ‘yes’ column. If it is not met or only partially met, comments need to be entered into the ‘Areas that need improvement’ column following committee discussion. Refer to the example below.

<table>
<thead>
<tr>
<th>Key element for success</th>
<th>Met</th>
<th>Requires improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Committee</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A functioning committee meets regularly.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The committee is well informed about the strategy and has accessed all relevant resources.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The committee regularly communicates information to staff and visitors about the A Better Choice (ABC) strategy, the plans for change and the changes implemented.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The committee monitors its progress against set timelines.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The committee identifies and prioritises areas for improvement.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Food outlets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food outlet personnel (including part-time or casual staff) are well informed about the ABC strategy and have access to information about healthier food products.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Healthier food and drink choices are offered at prices customers can afford.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The outlet prices healthier choices competitively.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Key element for success

#### Food outlets

The outlet has reliable, regular access to healthier food and drink products.

The menu is planned with customer input and includes food and drink choices that are tailored to customers’ preferences.

The outlet offers foods and drinks at times to suit the needs identified in the facility.

A maximum of 20 per cent of foods and drinks displayed are **RED** choices.

#### Marketing and promotion

The outlet offers daily or weekly specials that are regularly promoted and feature **GREEN** foods and drinks only.

Feedback is sought from customers when introducing new foods.

The new menu is clearly displayed and advertised to customers.

**GREEN** food and drink choices are well promoted to customers. This includes:

- **GREEN** products are placed at eye level or the most prominent position in shelves, cabinets, fridges and vending machines.
- **GREEN** choices are highlighted on the menu and throughout the outlet.
- **GREEN** products are always available.

Foods and drinks from the **AMBER** and **RED** categories are not advertised. This includes:

- no signage or advertising on the top, front, sides or within internal shelving of cabinets, fridges or vending machines.

<table>
<thead>
<tr>
<th>Key element for success</th>
<th>Met</th>
<th>Requires improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Food outlets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The outlet has reliable, regular access to healthier food and drink products.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The menu is planned with customer input and includes food and drink choices that are tailored to customers’ preferences.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The outlet offers foods and drinks at times to suit the needs identified in the facility.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A maximum of 20 per cent of foods and drinks displayed are <strong>RED</strong> choices.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Marketing and promotion</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The outlet offers daily or weekly specials that are regularly promoted and feature <strong>GREEN</strong> foods and drinks only.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feedback is sought from customers when introducing new foods.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The new menu is clearly displayed and advertised to customers.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GREEN</strong> food and drink choices are well promoted to customers. This includes:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- <strong>GREEN</strong> products are placed at eye level or the most prominent position in shelves, cabinets, fridges and vending machines.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- <strong>GREEN</strong> choices are highlighted on the menu and throughout the outlet.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- <strong>GREEN</strong> products are always available.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foods and drinks from the <strong>AMBER</strong> and <strong>RED</strong> categories are not advertised. This includes:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- no signage or advertising on the top, front, sides or within internal shelving of cabinets, fridges or vending machines.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Key element for success

<table>
<thead>
<tr>
<th>Marketing and promotion</th>
<th>Met</th>
<th>Requires improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Foods and drinks from the AMBER and RED categories are not advertised.</strong> This includes:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• no promotional stands, product displays or materials i.e. display boxes.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• no point-of-sale promotions i.e. two-for-one deals or upsizing, buy two for an extra $1.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• no features in dining areas i.e. advertising on tables, placemats or posters.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Foods and drinks from the AMBER and RED categories are not promoted.</strong> These items are not displayed in prominent areas of locations within outlets and throughout Queensland Health facilities including:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• not at an entrance or exit of a food outlet.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• not at eye-level in cabinets, shelves or fridges.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• not beside cash registers.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• not in lifts, on staff notice boards, at receptions desks or counters in waiting areas.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Management issues

Standard procedures are available in a written form for all paid staff and volunteers.

Outlet tasks and daily schedule are organised in the most efficient way.

There are enough serving areas to prevent long queues.

### Food safety and hygiene

The outlet manager and staff have obtained appropriate training in safe food handling to meet legislative requirements.
<table>
<thead>
<tr>
<th>Key element for success</th>
<th>Met</th>
<th>Requires improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Food safety and hygiene</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foods are stored and served safely at the correct temperature.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The outlet uses accredited suppliers (HACCP approved or equivalent).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The outlet has a food safety plan or equivalent arrangement in place.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Outlet personnel</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There are enough personnel (paid or volunteer) to run the outlet efficiently.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel have a clear understanding about their role in implementing the ABC strategy.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel are valued and viewed as part of the facility.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Equipment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The outlet has adequate equipment to prepare, serve and store foods and drinks in line with the ABC strategy.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>One-off RED occasions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Potential occasions have been identified where foods and/or drinks from the RED category are permitted.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Vending machines</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vending machines stock only foods and drinks that fall into the GREEN or AMBER categories.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GREEN</strong> foods and drinks are:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• stocked and displayed on prominent shelves.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• always available.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vending machines do not advertise or promote foods and drinks that fall into the AMBER or RED category.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractors or personnel restocking vending machines are well informed about the ABC strategy and vending machine requirements.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Key element for success

<table>
<thead>
<tr>
<th>Tea trolleys</th>
<th>Met</th>
<th>Requires improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GREEN</strong> food and drink choices are well promoted to customers. This includes:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- <strong>GREEN</strong> products are placed at eye level or the most prominent position on the trolley ie. top shelf.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- <strong>GREEN</strong> choices are always available.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A maximum of 20 per cent of foods and drinks displayed on the trolley are **RED** choices.

Foods and drinks from the **AMBER** and **RED** categories are not promoted including:

- not displayed in excessive quantities
- not placed on the top shelves of trolley
- not advertised on the trolley including any promotional materials or stands, signage or sale promotions ie. two-for-one deals featuring these products.

### Paediatric settings

Additional recommendations regarding the ABC strategy are met where:

- all non-sugar, zero sugar, low joule and/or diet soft drinks; and
- all caffeinated beverages are **RED** choices in food outlets, vending machines, catering or fundraising activities conducted within paediatric settings.

### Fundraising

All foods and drinks used in fundraising activities are from the **GREEN** or **AMBER** category.

**RED** foods and drinks are not used in fundraising activities conducted within Queensland Health facilities.

### Catering supplied at meetings or functions

All foods and drinks provided at meetings, functions or events are from the **GREEN** or **AMBER** category.
Developing an Action Plan

The Action Plan template provided in this section can help to prioritise issues of concern and help move a facility towards providing and promoting healthier food choices for staff and visitors.

The Action Plan helps you work through the following steps.

1. **Prioritise issues**

Look at the areas for improvement identified in the Improvement Checklist. Questions the committee may consider include:

- Which are the more urgent issues?
- What is the committee going to do first and which activities can be left until later?
- What operational issues need to be dealt with now to support the phasing in of healthier food choices?

2. **Explore options**

Discuss the range of possible solutions to the issues identified and develop creative ways of dealing with each issue. Identify resources to support the committee in this process.

3. **Select one or more preferred options** that best suit the situation.

4. **Identify strategies** that will be used to implement the options selected.

5. **Set timelines** or dates for implementation of the selected options.

6. **Assign** specific people to be responsible for implementing the options.

7. **Record the outcome** after the change has been made.

The example on page 60 shows how the Action Plan could be used to explore the issues such as time-consuming preparation of fresh foods.

Note: To document decisions about changes to the menu itself, that is, phasing in new foods, see pages 16 – 33 on developing alternatives, introducing new foods and finalising the menu.
Action Plan Template

<table>
<thead>
<tr>
<th>Issue</th>
<th>Options</th>
<th>Preferred option(s)</th>
<th>Strategies</th>
<th>Time line</th>
<th>Who</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparing hot meals too time consuming</td>
<td>1) Buy in: – ready-to-eat options – salad/vegetables/ – ingredients that are washed and/or cut up 2) Reorganise workflow practises to increase efficiency</td>
<td>Reorganise workflow practises</td>
<td>Prepare all ingredients prior to production of hot meals Put up instruction sheet for the production of hot meals Purchase containers to store prepared ingredients</td>
<td>Trial over 2 weeks</td>
<td>Outlet manager to prepare instruction sheets Committee member to type up and laminate sheets Outlet manager to source suitable containers from supplier</td>
<td>Daily hot meal ready for purchase prior to pre-lunch rush A 40% increase in the number of hot meals sold</td>
</tr>
</tbody>
</table>

Check your progress:

☐ Healthier food and drink options are promoted.

☐ Organisation of workflow and associated tasks are streamlined.

☐ Food safety and hygiene practices are implemented.

☐ Enough staff members (paid or volunteer) are available for efficient operation of the outlet.

☐ There is adequate equipment to prepare and serve healthier foods and drinks.

☐ Action plans are developed to address key issues identified in the improvement checklist.
Once *A Better Choice* is implemented it is time to focus attention to monitoring and reviewing changes to foods and drinks available. There is a need for continuous improvement and an awareness that this needs to be built into the management process. There are a number of ways that this can be done:

- Revisit the Improvement Checklist and identify any areas for improvement. These may be areas that were not a priority earlier on and can now be focused on, or areas that have slipped and need some attention.
- Review the preferred options and strategies that were selected and documented on the Action Plan. Check that these were successful and, if not, reconsider alternatives that were suggested during the planning phase as some of these may be more effective.
- Seek feedback from the customers on a range of issues related to satisfaction with the menu. Invite new ideas and suggestions for change. These may include:
  - creative ideas for promotions
  - new food ideas, including commercial and prepared foods
  - ways of involving customers in the development of new options
  - ways to reduce packaging and waste, making the outlet more ‘environmentally friendly’
  - ways to reduce ‘carbon miles’ and support local farmers by buying and promoting fresh local produce
  - ways to attract and keep staff and/or volunteers.
- Encourage the active participation of all staff and customers. This is very important to the ongoing success of the outlet.
- Invite new people onto the committee. New members often bring creative ideas and enthusiasm and may identify issues that have not previously been noted.

### Celebrating success!

Achieving *A Better Choice* is cause for celebration. It will often have been achieved through the hard work and dedication of committee members and the outlet staff.

Making a public announcement about this success acknowledges the hard work of these people. It also makes it clear that the outlet values and supports the nutritional health and well-being of staff and visitors.

Some ideas for celebrating success include:

- reporting on the success of the strategy in the local newsletter
- inviting the local media to run a ‘good news’ story on the changes
- organising a ‘Celebrate success’ morning tea for all those involved and the broader facility
- arrange an official launch and activities to promote changes such as cooking demonstrations, free taste tests, and recipe competitions.
Appendix 1

Sandwiches, rolls and wraps

Bread ideas: Wholemeal, wholegrain, rolls of different shapes, pita breads, lavash bread, focaccia, Lebanese, rye.

Spreads: Use polyunsaturated or monounsaturated margarines or polyunsaturated mayonnaise. Spread thinly.

Ideas of fillings for sandwiches, rolls and wraps include:

- salad (shredded lettuce, grated carrot, tomato, beetroot, cucumber, sprouts)
- grated carrots and sultanas
- Lean chicken (skin removed) with:
  - salad
  - coleslaw
  - combine chicken with diced celery and natural yoghurt
  - low fat mayonnaise and lettuce
  - tandoori flavour, cucumber and yoghurt
  - sweet chilli and salad
  - satay and salad
- Lean red meats (visible fat trimmed and minimal marbling):
  - roast beef
  - minced meat
  - lamb kebabs
- Egg with:
  - low fat mayonnaise and lettuce
  - salad
- Lean ham with:
  - salad
  - seeded mustard, tomato, lettuce
  - chutney and lettuce
- Tuna (in spring water, brine or drained if in vegetable oil) with:
  - pineapple and lettuce
  - tomato and cucumber
  - low-fat mayonnaise and shallots
- Cheese (reduced-fat or low-fat varieties) with:
  - salad
  - tomato
  - ricotta cheese with carrot and sultanas
- Other fillings:
  - baked beans
  - peanut butter, grated carrot and sultanas
  - hummus, tomato, cucumber
  - felafel (sliced), tomato and lettuce
Sandwich and roll fillings — quantity guide (to assist with ordering and standardised serves)

<table>
<thead>
<tr>
<th>Ingredients per sandwich/roll</th>
<th>10 sandwiches/rolls</th>
<th>50 sandwiches/rolls</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salad vegetables</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carrot grated, 1 tablespoon</td>
<td>2 medium</td>
<td>8 medium</td>
</tr>
<tr>
<td>Lettuce, finely shredded, 2–3 tablespoons</td>
<td>¼ medium</td>
<td>1 medium</td>
</tr>
<tr>
<td>Tomato, thinly sliced, 2–3 slices</td>
<td>3 medium</td>
<td>15 medium</td>
</tr>
<tr>
<td>Cucumber, 2 slices</td>
<td>1 small</td>
<td>3 large</td>
</tr>
<tr>
<td>Pineapple, thinly sliced, 1 slice</td>
<td>10 slices (1 x 440g)</td>
<td>50 slices (5 x 440g)</td>
</tr>
<tr>
<td><strong>Meat, fish, eggs and alternatives</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baked beans, 2 tablespoons</td>
<td>1 x 440g can</td>
<td>2 x 900g cans</td>
</tr>
<tr>
<td>Cheese, sliced, 1 slice</td>
<td>10 slices (250g)</td>
<td>50 slices (1.25kg)</td>
</tr>
<tr>
<td>Cheese, grated, 2 tablespoons</td>
<td>200g</td>
<td>1kg</td>
</tr>
<tr>
<td><strong>Eggs, hard boiled, half an egg mashed</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>with milk/low fat mayonnaise</td>
<td>5 x 60g eggs</td>
<td>25 x 60g eggs</td>
</tr>
<tr>
<td>Ham, sliced, 1 slice</td>
<td>10 slices (250g)</td>
<td>50 slices (1.25kg)</td>
</tr>
<tr>
<td>Meats, cold, sliced, 1 slice</td>
<td>10 slices (250g)</td>
<td>50 slices (1.25kg)</td>
</tr>
<tr>
<td>Chicken meat, diced, 2 tablespoons</td>
<td>500g</td>
<td>2.5kg</td>
</tr>
<tr>
<td>Tuna, salmon, 1½–2 tablespoons</td>
<td>1 x 440g</td>
<td>5 x 440g</td>
</tr>
<tr>
<td><strong>Spreads</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Margarine</td>
<td>100g</td>
<td>500g</td>
</tr>
</tbody>
</table>
Appendix 2

Snack ideas

Breakfast cereals
Breakfast bars*
Bread sticks
Bread cases filled with creamed corn, ham and cheese
Bread rolls (hot) filled with reduced fat cheese, chicken and mushroom
Bread roll and margarine
Cereal-based bars*
Cheese (sticks, cubes, slices, cut into shapes)
Corncobs
Crispbreads
Custard (reduced fat where available)
Dried fruit packs
Fruit bars*
Finger buns, un-iced fruit buns, fruit-based hot cross buns (lightly spread or served with spread on the side)
Fruit (fresh, frozen or canned)
Fruit salad. Try serving with custard or yoghurt.
Fromage-frais type products
Frozen fruit pieces (pineapple, oranges, grapes, kiwi fruit, watermelon)
Herb bread
Toasted sandwiches
Milkshakes
Muesli bars*
Muffins*

Muffin bars*
Nut and seed combos
Nut bars*
Pikelets (plain, fruit and savoury)
Pita breads – filled with baked beans and warmed
Pizza (muffin or flatbread based)
Popcorn (unbuttered, without sugar coating)
Raisin or fruit bread (plain or toasted)
Rice cakes
Rice crackers*
Salad bags (carrot, celery, egg, cucumber, lettuce and cherry tomatoes)
Scones (plain, fruit, cheese, pumpkin)
Sushi
Toasted English style muffins
Wheat biscuits or water crackers served with reduced fat cheese or reduced-fat vegetable-based dips
Vegetables (sticks, pieces or wedges)
Yoghurt (fresh, frozen, plain or fruit)

* Check against Nutrient Criteria to identify RED foods and drinks.
Appendix 3

Resources

Websites

Brisbane City Council

BCC:BASE:1948672413:pc=PC_300

This site contains information regarding licensing requirements and food safety for food businesses. A number of resources can be downloaded or printed including:

• A series of fact sheets on food safety
• Food safety made easy – food safety program
• Guidelines for temporary food stalls
• Food premises licensing and registration guide; and
• Food premises design, construction and fit-out guide.

Commonwealth Department of Health and Ageing


Developed by the Commonwealth Department of Health and Ageing, *The Australian Guide to Healthy Eating (AGTHE)* provides information on the types and amounts of foods that need to be eaten each day to get enough of the nutrients essential for good health and well-being. The AGTHE aims to encourage the consumption of a variety of foods from each of the five food groups every day in proportions that are consistent with the *Australian Dietary Guidelines*.

Background information, posters, brochures and leaflets for consumers are available online.

Diabetes Australia Queensland


Fact sheets and links to resources on healthy living can be printed or downloaded from this site.

Eat Well Be Active

The interactive *Eat Well Be Active* (EWBA) webpage has been developed by the Queensland Government to provide practical handy tips and information to help Queenslanders to make healthier eating choices and be more active every day. Visit www.your30.qld.gov.au

A dedicated internal Queensland Health website is also available which includes food and activity tips and myth busters, national guidelines for nutrition and physical activity, fun activities for kids, healthy weight information, motivation tools and much more. It also contains other useful resources, fact sheets and links.


Food Standards Australia and New Zealand


Food Standards Australia New Zealand (FSANZ) is an independent statutory agency established by the *Food Standards Australia New Zealand Act 1991*. This site contains information, fact sheets and publications about food safety, food standards, food labelling and nutrient analysis.

Food Safety Policy and Regulation Unit

http://qheps.health.qld.gov.au/phunits/ehu/default.htm (for internal Queensland Health staff)

The Food Safety Policy and Regulation Unit (FSPRU) is the lead agency in Queensland for...
food safety, responsible for developing food safety policy and regulation for Queensland. This unit can supply information and materials regarding food safety for the food industry and health professionals. Information is also available on-line at http://www.health.qld.gov.au/industry/food/default.asp.

Formula For Life
http://www.formulaforlife.com.au

This website provides over 140 recipes and healthy eating tips as well as lifestyle tips, information on food groups, nutrients, vitamins, minerals, vegetables, foods and substances to limit diet related diseases and more.

Formula for Life has applied recognised government agency standards such as the Recommended Dietary Intakes, Australian Guide to Healthy Eating (Core Foods), Australian Dietary Guidelines, Australian and New Zealand Food Authority principles, and National Health and Physical Activity Guidelines.

This site has been endorsed by Nutrition Australia, Australian Medical Association, Gut Foundation, Queensland Institute of Medical Research, Wesley Nutrition Centre, Better Health Channel and Healthy Eating Club.

Go for 2&5®
http://qheps.health.qld.gov.au/gofor2and5/ (for internal Queensland Health staff)

Queensland Health launched the Go for 2&5® campaign to increase awareness of the need to eat more fruit and vegetables; and to encourage all Queenslanders to increase their intake of fruit and vegetables by one serve per day. This site provides a range of resources and tools to promote the consumption of fruit and vegetables to help reduce the risks of obesity, poor nutrition and chronic disease.

Go for 2&5® resources can now be ordered online from SDS Publications visit https://www.bookshop.qld.gov.au/. Posters, brochures and recipe cards are available from SDS free-of-charge.

Merchandise can also be ordered through your local Go for 2&5® representative. Single order limits apply for some items visit http://qheps.health.qld.gov.au/gofor2and5/ (for internal Queensland Health staff) for more information and contact details.

Forms to hire the Veggie Man costume can also be downloaded from QHEPS available at http://qheps.health.qld.gov.au/gofor2and5/ (for internal Queensland Health staff).

National Health and Medical Research Council

A copy of the Australian Dietary Guidelines can be downloaded from this website.

National Heart Foundation
http://www.heartfoundation.com.au

Contact for brochures, catering and recipe ideas including the Deliciously Healthy and Real Food cookbooks, and Healthier Catering Guidelines. Telephone the Heart line on ph:1300 362 787.

Nutrition Australia
http://www.nutritionaustralia.org

Contact for a range of nutrition advice, recipe ideas and support. Telephone: (07) 3257 4393.

Smart Choices – Healthy Food and Drink Supply Strategy for Queensland Schools

Smart Choices is all about supplying healthy food and drink choices to students in
Queensland schools. It applies to all areas of the school where foods and drinks are supplied including tuckshops, fundraising, vending machines, excursions, camps, classroom rewards, sports days and curriculum activities.

Since January 2007, *Smart Choices* has been mandatory in all Queensland state schools. The *Smart Choices* website contains a resource package and tool kit that has been developed to help schools implement the strategy.

**Queensland Health**


Information is available about healthy living, including nutrition, physical activity and food safety.


http://qheps.health.qld.gov.au/abetterchoice (for internal Queensland Health staff)

A dedicated internal Queensland Health website for the strategy that contains copies of all materials, fact sheets, frequently asked questions, updates and contact details to obtain further assistance.

**Publications**

**Australian Guide to Healthy Eating**

To obtain copies of the booklet and poster contact the Australian Government Department of Health and Ageing on 1800 020 103 extension 8654 (free call) or email phd.publications@health.gov.au

**Food for Health – Dietary Guidelines for Australian Adults**

To obtain copies of the booklet, pamphlet and poster produced by the National Health and Medical Research Council contact National Mail and Marketing on 1800 020 103 ext 8654 (free call) or email phd.publications@health.gov.au

**Food for Health – Dietary Guidelines for Children and Adolescents in Australia**

To obtain copies of the booklet, pamphlet and poster produced by the National Health and Medical Research Council contact National Mail and Marketing on 1800 020 103 ext 8654 (free call) or email phd.publications@health.gov.au

**Food Safety for Fundraising Events**

A pocket book guide to assist charities and community organisations meet their legal obligations under Queensland food safety laws. Copies can be obtained from local Public Health Units. See below for locations and contact numbers.

<table>
<thead>
<tr>
<th>Location</th>
<th>Contact Number</th>
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<tbody>
<tr>
<td>Brisbane Northside</td>
<td>36241111</td>
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<td>41206000</td>
</tr>
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<td>West Moreton</td>
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</table>
Know your food business — A self-assessment guide to the Food Safety Standards


This checklist has been designed to assist food businesses make a self-assessment of compliance with the Food Safety Standards.

Safe Food Australia – A Guide to the Food Safety Standards 2nd edition

This guide has been prepared to help with the interpretation of the three mandatory food safety standards. The guide was prepared primarily for use by government agencies responsible for the enforcement of the standards. Businesses may also find it offers guidance that will help them to comply with the standards.


Queensland Health healthy eating brochures

Titles include Better Eating for a Healthier Lifestyle and Facts on fat. Contact Queensland Health Publications on (07) 3234 1053.

Useful cookbooks

Deliciously Healthy – National Heart Foundation

Cooking for Champions – The Australian Sports Commission

Healthy Fast Food – State of Western Australia

Guide to Greener – Nutrition Australia

Real Food – National Heart Foundation

Symply Too Good To Be True – Annette Sym
Appendix 4

How to use the CD-ROM

On the attached CD-ROM you will find all the materials in this Tool Kit plus additional templates. The materials are in Adobe Acrobat PDF format (suitable for use on both Windows PC and Apple Macintosh).

Materials on the CD-ROM include:
- Improvement checklist template
- Action plan template
- Phasing in/out foods template
- Recipe template
- Example communication strategy and matrix
- Presentation for key groups
- A Better Choice Strategy and Tool Kit
- Flyer template
- Catering guidelines.

Viewing

The CD-ROM should start automatically. If not, please open the PDF titles Start _Here. Select the coloured icons to open the document you wish to view (see example below).

When you have finished viewing the material, close the window (or select Close from the File menu on your computer).

To print the material, please follow the instruction below.

Printing

To print copies of any of the materials, select the coloured icon listing the document you wish to print. Then select Print from the File menu on your computer. Click on OK to begin printing the material.

Using templates

The templates are in MS Word format, suitable for use on both Windows PC and Apple Macintosh. Select and type over existing text to change. The templates have been designed to be printed on A4 size paper, and are suitable for printing in colour or black and white.

About Adobe Acrobat Reader

The material included on the CD-ROM is in Adobe Acrobat PDF format. To view the files you will need to have Adobe Acrobat Reader installed on your computer. If you do not have Adobe Acrobat Reader installed, there is a copy provided on the CD-ROM. You will find an installer for PC or Macintosh in the folder labelled ‘Acrobat’.