



Rethink Your Drink

Healthy Beverage Toolkit for Healthcare



This toolkit is a resource of the Illinois Public Health Institute (IPHI), developed in collaboration with Health Care Without Harm (HCWH) and the American Heart Association (AHA) for Illinois hospitals and health care institutions interested in reducing consumption of sugar-sweetened beverages.

It was made possible by funding through the Department of Health and Human Services: Communities Putting Prevention to Work (CPPW) grant. CPPW is a joint project of the Cook County Department of Public Health and the Public Health Institute of Metropolitan Chicago.

The [Boston Public Health Commission Healthy Beverage Toolkit](#) was utilized with permission in the development of this resource for hospitals.

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In May, 2011, the Institute of Medicine (IOM) released a report *Accelerating Progress in Obesity Prevention: Solving the Weight of the Nation* that shared recommendations and strategies for reversing the obesity epidemic in the United States. One of the goals is to “create food and beverage environments that ensure that healthy food and beverage options are the routine, easy choice.”¹ “Five multi-faceted strategies are related to this goal. One calls for “decision makers in the business community/private sector, in nongovernmental organizations and at all levels of government” to “adopt comprehensive strategies to reduce over-consumption of sugar-sweetened beverages.”²

Illinois Public Health Institute

The Illinois Public Health Institute (IPHI) works through partnerships to promote prevention and improve public health systems that maximize health and quality of life for the people of Illinois. While acknowledging the impact of individual choices on health outcomes, IPHI focuses on policy, systems and environments and their role in supporting good choices or presenting barriers to health. Among many interventions, IPHI is working with the health care sector to lead the way in achieving the IOM’s strategy to reduce consumption of sugar-sweetened beverages.

Health Care Without Harm

The Healthy Food in Health Care (HFHC) Program is a national initiative of Health Care Without Harm (HCWH), developed in conjunction with its member organizations, which works with hospitals across the country to help improve the health and sustainability of their food services. Founded in 2005, the program provides education, tools, resources, and support to health care facilities making the connection between the health of their patients, staff and community and the food they serve. Ultimately the program works to support hospitals in leveraging their purchasing power and health expert status to promote a healthier food system. By purchasing foods that are produced, processed and transported in ways that are protective of public and environmental health, hospitals can make a profound difference in the market and in the food setting of the people they serve.

American Heart Association

In 2010, the American Heart Association announced a new ten-year goal to improve the cardiovascular health of all Americans by 20 percent while at the same time, reducing deaths from cardiovascular diseases and stroke by 20 percent. It was also the first time the American Heart Association has defined ideal cardiovascular health, identifying seven health and behavior factors that impact health and quality of life. This meant a direction where the American Heart Association is working to prevent heart disease and stroke by helping people adopt healthier lifestyle choices.

Working with local public health partners, like the Illinois Public Health Institute, the American Heart Association is advocating for meaningful policy, systems and environmental change that will support these healthier choices. The American Heart Association recommends that no more than half of your daily discretionary calorie allowance come from added sugars. For most American women, this is no more than 100 calories per day and no more than 150 per day for men (or about 6 teaspoons a day for women and 9 teaspoons a day for men). Far too many people have no idea how much sugar they are drinking, nor do they know the negative impacts this is having on their bodies. They certainly are not likely to know that consumption of sugary drinks has been linked to diminished cardiovascular health.

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Introduction

This Healthy Beverage Toolkit for Healthcare is intended to assist hospitals, health centers and other organizations with similar missions to implement policies and programs that support the health of the community they serve by improving their beverage offerings. The goal of such policies and programs is to create an internal environment that supports healthy choices, reduces the risk of obesity and related chronic diseases and reduces the ecological impact of unhealthy choices:

- communicating a clear and consistent message to employees, customers, and visitors that the institution supports healthy choices;
- expanding healthy beverage options and reducing unhealthy beverage options to create an environment where healthy choices are easy to make;
- joining with other healthcare facilities in shifting their tremendous purchasing dollars to support foods and beverages that foster public and environmental health.

This toolkit includes best practices for promoting healthy beverage choices based on current science, public health research, and national recommendations and standards. Hospitals can model healthy behaviors for the communities they serve. With a growing obesity epidemic linked to chronic illnesses such as heart disease and diabetes, now more than ever, it is important for hospitals and health care systems to provide sustenance that supports healthy lifestyles. The consumption of sugar-sweetened and bottled beverages is a large contributor to unhealthy lifestyles and one that has a negative environmental impact.

The elimination of sugar-sweetened beverages (SSBs) and other unhealthy bottled beverage options from patient trays/menus, retail establishments in the hospital, vending machines and catering is an important step in sending a signal to the community and the marketplace that the healthcare sector is committed to promoting health and preventing disease.

Background on Obesity, Chronic Disease and Sugar-Sweetened Beverages

The Obesity Epidemic in the United States

Obesity has serious health, social and economic consequences. Public health experts view it as the most serious public health problem of our time. Poor diet and physical inactivity, with their health consequences of overweight and obesity*, heart disease, cancer, diabetes, and other chronic conditions³, are second only to tobacco as the leading actual causes of death in the US⁴. As the underlying cause of almost 17% of deaths in 2000, this constellation of health behaviors and disease may soon overtake tobacco as the leading actual cause of death. Moreover, by some estimates, the current generation of youth may have shorter life spans than their parents due to the devastating effects of this epidemic⁵.

National Obesity Trends

Obesity and its related disease and death are considered by many experts and public health officials to be the number one health problem facing our nation.

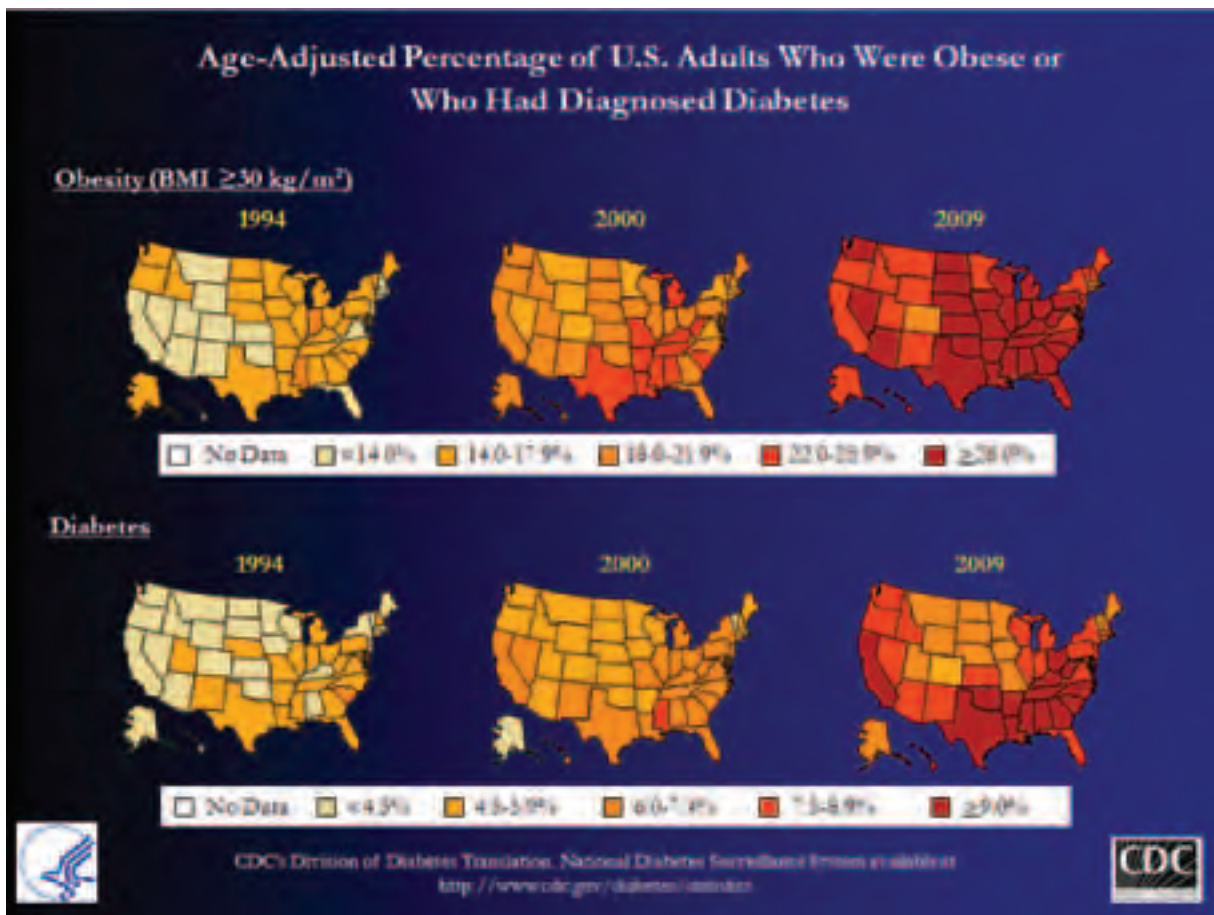


Figure 1. Age-adjusted rates of adult obesity and diabetes demonstrate how prevalence has increased rapidly in the past two decades.

* For adults, "overweight" is defined as a body mass index (BMI) between 25-29.9. "Obese" is defined as BMI ≥ 30 . For children, BMI is calculated on percentile-for-age using standardized tables of height and weight. BMI ≥ 85 th percentile is considered overweight and BMI ≥ 95 th percentile is considered obese.

Between 1980 and 2008, obesity prevalence among US adults doubled^{6,7}, and now one out of every three adults is obese.⁸

In Illinois, 63.7% of adults are considered overweight – including 27.7% of adults who are obese.⁹ Illinois is one of the top ten states for obese/overweight adolescents (ages 10- 17).¹⁰ The impact obesity has on children in Illinois is especially alarming. Only three states – Mississippi, Kentucky and Georgia – have a higher rate of childhood obesity.¹¹

The Health, Social, and Economic Consequences of Obesity

Being overweight or obese puts adults at risk for early death and more than thirty diseases, including heart disease, stroke, certain cancers, arthritis, and type 2 diabetes.¹² The health consequences of these increases in obesity are numerous and well-documented; obese individuals have a 50% to 100% higher risk of premature death from all causes, when compared with individuals of healthy weight.¹³ Rising rates of type 2 diabetes, the social stigma suffered by overweight and obese adults and children, and increased healthcare costs are of particular concern.

Type 2 Diabetes

Rising rates of type 2 diabetes[†], a disease where the body cannot properly regulate blood sugar, is especially connected to the obesity epidemic. Type 2 diabetes can be extremely dangerous if undetected or poorly controlled, and it can lead to blindness, sleep apnea, kidney failure, lower limb amputation, heart attack, stroke, and impotence.

In the past two decades, the number of people in Illinois with diabetes has more than doubled. 8.2% of Illinois adults have been told that they have diabetes and an additional 5.7% have been told they have pre-diabetes.¹⁴ Diabetes is more prevalent in African-American and Latino communities.¹⁵ Obesity tends to be one of the major risk factors for developing diabetes in African-Americans, especially African-American women.¹⁶

Maternal and Child Health

Obese pregnant women are more likely to have unhealthy infants and overweight children, and it is more likely that the children of obese women will be obese as adults. Pregnant women who are obese are more likely to develop diabetes during pregnancy (called “gestational diabetes”). Uncontrolled diabetes in pregnant women can result in a higher risk of babies being born with abnormalities.¹⁷

Economic Impact of Obesity

In addition to health consequences affecting individuals and families, obesity is also costly to society, adding billions of dollars each year in additional health care and disability insurance costs, as well as indirect costs associated with chronic absenteeism from work.¹⁸ Along with health insurance costs, obesity burdens employers with an additional \$13 billion each year in paid sick leave, disability and life insurance costs, and extra health insurance claims.¹⁹ The annual medical cost of obesity has doubled in less than a decade, and now represents nearly 10% of all annual medical spending.²⁰ The annual cost in the U.S. for diabetes care alone is \$218 billion, in 2007 dollars.²¹

In 2008, it was estimated that obesity cost the Illinois health care system and taxpayers \$3.4 billion per year – including \$1 billion to Medicaid and \$800 million to Medicare annually.²² Adjusting for inflation, it is an estimated \$4.4 billion expenditure.²³ According to *F as in Fat: How Obesity Threatens America’s Future 2012*, if nothing changes Illinois’ adult obesity rate could nearly double – to 53.7% -- by 2030; if we reduce average body mass index by just 5%, we would save a cumulative \$28 billion dollars in excess health care costs.²⁴

[†] Type 1 diabetes is characterized as an immune-related disease and accounts for only 5-10% of diabetes cases in the United States. Type 1 diabetes is sometimes called juvenile diabetes. Type 2 diabetes is far more common, accounting for 90-95% of diabetes cases. Type 2 diabetes, sometimes called adult onset diabetes, can often be managed by increasing physical activity and through dietary modification.

As obesity rates continue to rise, so will the costs associated with caring for a population that is increasingly burdened with obesity-related chronic diseases. Economists estimate that annual health care costs for an obese person are 42% higher than for a person of normal weight.²⁵ Employers share the burden of these costs, and should consider the financial benefit of creating a healthier work environment. The Centers for Disease Control and Prevention has an [Obesity Cost Calculator](#) that can be used to approximate the added costs resulting from obesity and overweight among employees. In 2011, U.S. Surgeon General David Satcher estimated that health problems related to obesity cause about 300,000 deaths and \$147 billion in medical expenditures and lost productivity annually.²⁶

Social Stigma

The increasing rates of obesity in children and adults put more individuals at risk of weight bias and resultant physical and mental problems that affect academic and social success. In children, obesity contributes to increased risk of bullying and loneliness.²⁷ The psychological consequences of weight bias can be severe, and negative outcomes include depression, anxiety, low self-esteem, poor body image, and suicidal acts and thoughts.²⁸ Weight bias can contribute to discrimination in employment, education, and health care²⁹, affecting millions of individuals. Twelve adults in the US reported weight discrimination between 2004 and 2006.³⁰

Contributing Factors to the Obesity Epidemic in the US

Changes in society over the past three decades have made it harder for individuals to maintain a healthy weight, contributing to the rapid rise of obesity and overweight. Reasons for this growing problem include the following:

- Unhealthy processed/packaged foods are generally cheaper to buy than fresh fruits, vegetables and whole grains. This is partially due to federal agriculture policies that make it cheaper for farmers to grow commodity crops which make their way into unhealthy processed and junk foods.

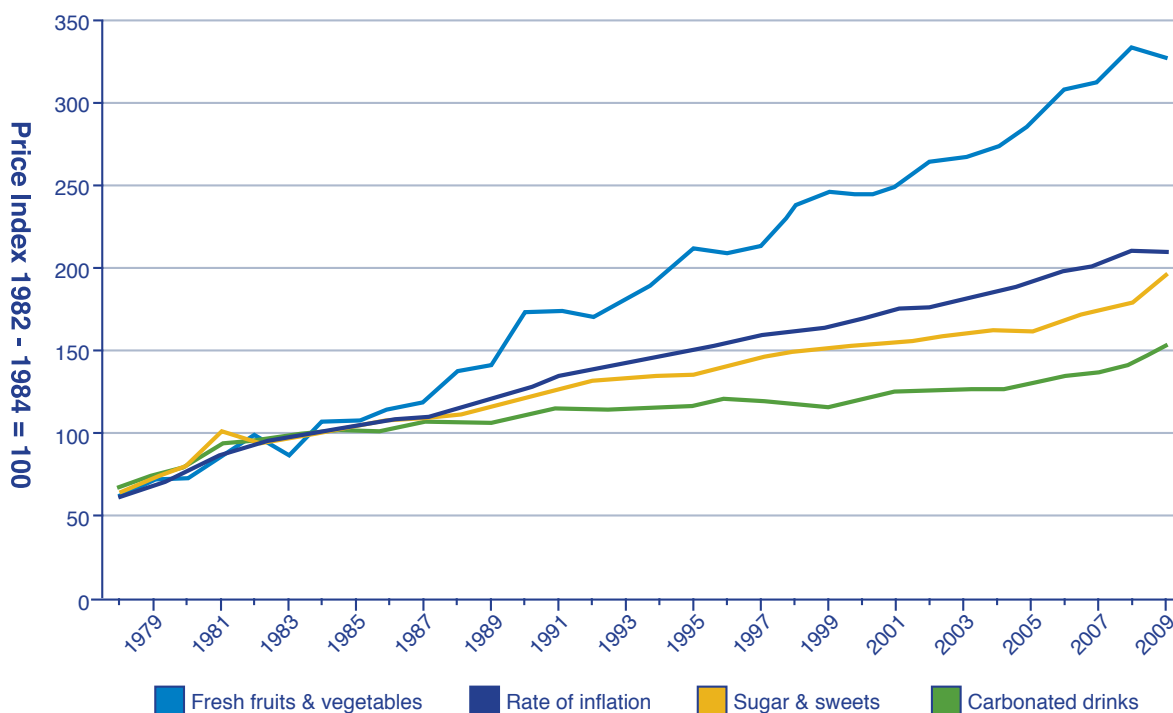


Figure 2. The cost of fruits and vegetables has increased at nearly twice the rate of inflation over the past 3 decades. Sugary foods and beverages have become relatively less expensive in part due to federal subsidies for corn (a key component of high-fructose corn syrup) and other commodity crops. Data is from the Bureau of Labor Statistics and represent the U.S. city averages for all urban consumers in January of each year.

- Larger portion sizes of food and beverages are eaten at home and sold in stores and restaurants. Nearly 50% of food is consumed away from home at restaurants and stores, including hospital cafeterias and other on-site retail venues.
- Increased consumption of sugar-sweetened beverages, as well as increased beverage portion sizes, make beverages a significant percentage of calories consumed each day.
- Targeted corporate advertising expenditures, which are used to market high fat and high sugar foods and beverages, especially to children.
- Financial and competing programmatic priorities and variable financial pressures related to federal medical reimbursement programs for health care results in a failure to prioritize food service and the provision of healthy cafeteria and patient food and beverages as a critical component to public health and patient care.

Defining Sugar-Sweetened Beverages

Sugar-sweetened beverages contain caloric sweeteners and include carbonated soft drinks (“soda” or “pop”), juice drinks, sports drinks, tea and coffee drinks, energy drinks, sweetened milk or milk alternatives, and any other beverages to which sugar has been added.³¹ Sugar-sweetened beverages may also be referred to as sugary drinks or sugar-loaded drinks.

Examples of Sugar-Sweetened Beverages

Carbonated Soft Drinks: Coke, Pepsi, Mountain Dew and Dr. Pepper

Fruit Drinks†: Sunny D, Hawaiian Punch, Capri Sun

Tea and Coffee Drinks: Arizona Iced Tea, Snapple Iced Tea, Starbucks Bottled Frappuccino

Energy Drinks: Red Bull, Monster, Rock Star

Sports Drinks: Gatorade, Powerade

Sweetened Milk: Nesquik Chocolate Milk, Silk Vanilla Soy Milk

*Note: This is not an exhaustive list. Furthermore, many of these drinks are now available in diet and low-calorie varieties, which are sweetened with non-caloric sweeteners.

†Drinks labeled as 100% fruit juice are not considered sugar-sweetened beverages.

Figure 3. Examples of some of the most common drinks with added caloric sweeteners.

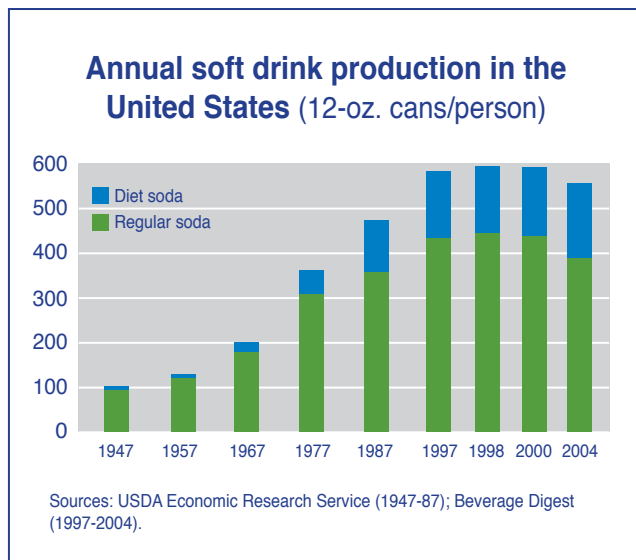
Sugar-Sweetened Beverages Are Unique Contributors to Obesity and Diabetes

Although many factors influence the rapidly increasing rates of obesity, research indicates that sugar-sweetened beverages play a significant and special role in driving current obesity trends. Some argue that individual food items should not be targeted in order to address obesity because any treat can be consumed in moderation. However, today sugar-sweetened beverages are not being consumed as a treat, but rather as a regular and large contributor of daily calories. Sugar-sweetened beverages now account for approximately 10% of total calories consumed in the US diet.³² Today, 63% of adults³³ and 80% of youth consume a sugar-sweetened beverage in an average day.³⁴ The annual per-capita consumption of carbonated soft drinks alone is estimated at 736 eight-ounce servings among Americans³⁵, or about 46 gallons a year per person. This figure does not include other sugar-sweetened beverages.

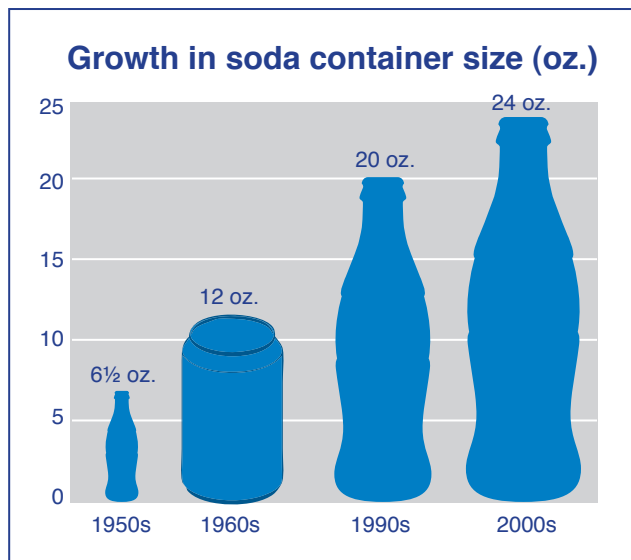
Americans consume about 250–300 more daily calories today than several decades ago, and nearly half of this increase can be explained by greater consumption of sugar-sweetened beverages.³⁶ Most sugar-sweetened beverages offer “empty” calories, meaning they have no nutritional value, and do nothing to support

health. Furthermore, in order to burn off the 150 calories in a 12-oz soda, an adult must walk briskly for 30 minutes. Because so few people engage in this amount of exercise, consuming sugar-sweetened beverages makes it even harder to balance caloric intake with physical activity.

Increased Consumption of Sugar-Sweetened Beverages



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Figures 4 and 5. Soft drink production and container size has increased dramatically over the past 60 years.

Numerous studies indicate that higher consumption of sugar-sweetened beverages leads not only to an increase in an individual's risk of gaining weight³⁹ but also of developing type 2 diabetes⁴⁰, heart disease⁴¹, and metabolic syndrome⁴². One meta-analysis of eight studies examining the role of sugar-sweetened beverage consumption on health found that consumption was significantly associated with type 2 diabetes based on over 15,000 reported cases of this condition⁴³. Some studies have shown increased risk for heart disease independent of weight status, suggesting that sugar-sweetened beverages are unhealthy even for people who otherwise maintain a normal weight.⁴⁴

Another meta-analysis of 30 studies on sugar-sweetened beverage consumption ranging from 1966 to 2005 found that sugar-sweetened beverage consumption was associated with weight gain and obesity.⁴⁵ A similar review of 88 studies found that sugar-sweetened beverage consumption was positively associated with weight.⁴⁶ One meta-analysis even concluded that sugar-sweetened beverages were responsible for at least one fifth of the weight gained by Americans between the years of 1977 and 2007.⁴⁷ The evidence supporting a link between sugar-sweetened beverage consumption and weight gain is very strong and continues to grow.

Reducing Obesity Rates Requires a Comprehensive Approach

"It is unreasonable to expect that people will change their behavior so easily when so many forces in the social, cultural, and physical environment conspire against change." - Institute of Medicine

Solving America's obesity epidemic requires a multi-faceted effort. Approaches with the biggest impact are those that create healthy environments by changing the context in which we live (refer to Figure 6).

While education is an important part of any effort to improve health, education alone is rarely sufficient for creating behavior change. Policy, systems, and environmental (PSE) change refers to changes that broadly affect the way we live and shape the pattern of our lives and our health; PSE change can create contexts where healthy choices are easy, default decisions.

Most employees spend at least eight hours each day in the workplace and consume at least one meal, including a beverage, each day while at work. The work environment consciously and subconsciously affects beverage choices, especially if employees have limited access to outside beverages. Thus, increasing the availability of healthier beverage options has the potential to reduce consumption of unhealthy drinks.

U.S. healthcare employees are more costly and unhealthy than the general population. In a study of 1.1 million hospital employees there was an 8.6 percent greater illness burden than the U.S. workforce at large and an increased likelihood of chronic medical conditions including asthma, diabetes, congestive heart failure, HIV, hypertension, mental illness and obesity/overweight. Healthcare spending is 10 percent higher for hospital employees than it is for the general employee population. In addition to using more healthcare services, this study calculates that a hospital or health system with 16,000 employees stands to save an estimated \$1.5 million annually in medical and pharmacy costs for each 1 percent reduction in health risk.*

*Thomas Reuters. Sicker and Costlier: Healthcare Utilization of U.S. Hospital Employees. Research Brief. August 2011. Available at thomasreuters.com

Organizations can think of this toolkit as a guide to creating a healthier environment. Each organization has significant impact on its employees and patients, and everyone must be involved to create healthier communities. The collective impact of reducing sugar-sweetened beverage consumption is greater than the sum of its parts, making it an important contextual factor in changing our food environment to support health.

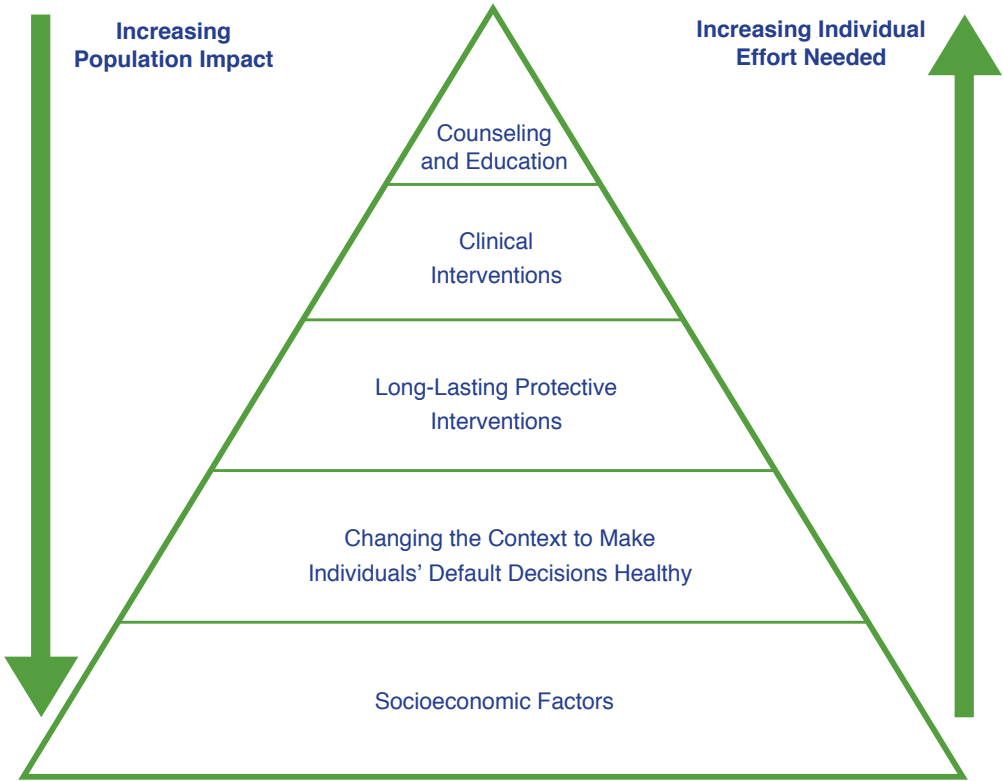


Figure 6: Implementing a Healthy Beverage Program in Your Facility⁴⁸

Implementing a Healthy Beverage Program in Your Facility

Quick Start Guide to Implementing a Healthy Beverage Program in Your Facility

1. Create Healthy Beverage Task Force
2. Audit Beverage Practices to Establish Baseline
3. Formulate a Healthy Beverage Program
4. Craft the Policy to Make the Program Sustainable
5. Propose the Healthy Beverage Policy to Senior Management and Key Stakeholders
6. Educate Staff, Visitors, and Stakeholders
7. Implement the Program and Policy
8. Track Progress
9. Maintain Momentum and Healthy Profits
10. Celebrate Your Success

When initiating a Healthy Beverage Program and Policy a facility should identify what they hope to accomplish. Larger facilities with complex delivery systems for beverages may need to engage in a more elaborate approach, while smaller organizations may be able to streamline this process and accomplish their goals more quickly. The following steps can guide you; each step is important, and the order in which these steps are implemented is flexible.

Step 1: Create Healthy Beverage Task Force

When broaching the subject of beverage selection in a healthcare setting, there are often logistical and contractual ties to the current beverage vendors and the selections they offer. This is why it is important to form an internal task force of individuals representing a broad range of departments within the facility who can serve as advocates for the initiative and advise on crafting the healthy beverage program. This may include representatives from:

- Food Service
- Nursing
- Nutrition
- Human Resources
- Facilities
- Purchasing
- Union representatives
- External Relations
- Financial Office
- Upper management
- Pediatrics
- Cardiology
- Other key staff members

The Task Force will design and implement a healthy beverage program by:

- Building support for a healthy beverage policy
- Coordinating and implementing employee education
- Carrying out many of the details necessary to implement the policy
 - Clearly define healthy beverage goal
 - Create measurable benchmarks
 - Develop timelines for meeting benchmarks

Step 2: Audit Beverage Practices to Establish Baseline

A critical first step in creating a healthy beverage program in hospitals is performing an audit of beverage policies, practices, access points, and product selection currently in place. The assessment can be carried out by members of your Task Force, and can be formal or informal. It will be important to document:

- Types of beverages available, where they are located, and how frequently they are used (total sales per month) at each location and department.
- Availability of both unhealthy and healthy options, their prices and placement throughout the facility.
- Analysis of the contract(s)/agreement(s) your company has with its beverage company or service provider.

The [Healthy Beverage Baseline Audit Tool](#) can be used to develop your baseline. You may also choose to survey the facility staff to gather information on their initial knowledge about beverages. One Boston facility sent a [Hospital Staff Survey](#) via the staff email directory to gauge their initial views on how to approach implementing a healthy beverage program.

Use your audit to inform and guide the development of your healthy beverage program. The more your organization is able to document the baseline status of unhealthy beverage availability, the stronger your case will be when communicating with staff about your plan to reduce this availability.

Step 3: Formulate a Healthy Beverage Program and Policy

Establish Beverage Specifications

Individual health care institutions will need to determine which beverages to reduce or eliminate and which beverages to promote through new policy. Some beverages, such as milk, fruit juice, and diet drinks, have a more complex contribution to health and weight gain.

Guidelines for Beverage Selection

Milk: Although milk contains a substantial amount of sugar, it is not considered a sugar-sweetened beverage because this sugar is naturally occurring, rather than being added during production to increase sweetness. The Dietary Guidelines for Americans recommend consuming low-fat or nonfat milk for the general population,⁴⁹ including children over the age of two. The American Academy of Pediatrics suggests whole or 2% milk is an appropriate choice for children ages 12 months – 2 years old.⁵⁰

Flavored Milk: Low-fat chocolate milk and other flavored milk contain added sugars to flavor the milk in addition to the naturally occurring sugars. Some argue that this additional sugar makes flavored milk unhealthy. Others argue that the intake of nutrients, such as potassium, vitamin D, and calcium, from low-fat milk outweighs these concerns.

100% Fruit Juice: As with milk, 100% fruit juice contains large amounts of naturally occurring sugar, which translates into a larger amount of calories. However, 100% fruit juice does provide important nutrients, so many dietitians recommend limiting consumption of 100% fruit juice to small portions (4oz for children, 6oz for adults).

Diet / Artificially-Sweetened Drinks: While diet beverages contain no calories, studies have shown that the high level of sweetness from artificial sweeteners can increase consumer preference for sugary foods and drinks.⁵¹ Diet sodas, like regular sodas, provide no nutritive value and also contain caffeine and phosphoric acid, a combination that increases the risk of bone loss.⁵² Diet beverages can be a useful transition step away from sugar-sweetened beverages, but consumption is not encouraged over the long term.

Emerging yet controversial research has indicated a potential link between diet beverage consumption and the development of metabolic syndrome and type 2 diabetes.⁵³

It is important to establish the specifications of the healthy beverages your facility would like to carry and/or increase and those beverages to be removed or reduced, in order to communicate goals clearly to vendors and track your program effectively. Many public and private organizations have created beverage guidelines and procurement standards to support facilities in their efforts to provide healthy choices. You may choose to utilize one of these definitions or standards in the development of your facility's beverage specifications.

American Heart Association (AHA): Procurement Standards for beverages

- Water (including sparkling, seltzer, or flavored water)
- 100% fruit juice (< 180 kcal/12 oz. serving) with no added sweeteners
- No- or low-calorie beverages (<10 kcal/8 oz. serving)
- Mid-calorie beverages (light juices, teas, and other drinks with no more than 66 calories/8 oz.)
- Fat-free or low-fat (<1%) milk; if flavored, no more than 150 calories/8 oz.
- Regular and herbal unsweetened teas (hot or cold)
- Coffee (with <1% or lower fat milk or creamers as well as soy alternatives)
- In vending machines, at least 50% of beverages offered should be water and no- or low-calorie options.

Health Care Without Harm (HCWH): Healthy beverages are defined as follows:

- Water (filtered tap, unsweetened, 100% fruit-infused, and seltzer or flavored).
- 100% fruit juice (optimal 4oz serving); 100% vegetable juice (optimal sodium less than 140 mg).
- Milk (unflavored AND Certified Organic or rBGH-free); Non-dairy milk alternatives (unsweetened).
- Teas and Coffee (unsweetened with only naturally occurring caffeine).

Identify Target Areas/Access Points

Most health care facilities offer beverages in five locations:

1. Retail/Cafeteria
2. Vending
3. Catering /Meetings & Events
4. Patient services
5. On-site contract venues (such as Au Bon Pain, Dunkin' Donuts)

Your Task Force may decide to target one or more beverage access locations to launch your healthy beverage transformation. You may also decide to deal with the access points in phases. When considering how best to roll out the plan, be mindful of the greatest access and impact points and the time it will take to make changes in one location versus another. This will influence the implementation timeline.

Identify the Implementation Approach

Once the Task Force has completed an audit of beverage availability, determines the access points and understands the facility's beverage landscape, the next step is to formulate an appropriate healthy beverage policy. There are various approaches your organization can take to facilitate an institution-wide transition toward a healthier beverage environment. Each organization's approach should be tailored to the organizational culture and priorities. One way to plan and organize policy approaches is to use the MAPPS strategies developed by the Centers for Disease Control (CDC).

MAPPS represents five evidence-based strategies that, when combined, can have a profound influence on improving health behaviors by changing community environments, and includes: Media, Access, Point of decision information (Point of Purchase), Price, and Social support/services. Following are examples of program elements in each of these strategy areas.

STRATEGY	EXAMPLE
Media	Promote tap water and healthy beverage choices through cafeteria signage and a hospital-wide education campaign.
	Counter-advertise health effects of unhealthy beverage choices.
	Promote the hospital beverage program through internal newsletters and feature events.
	Share the financial, ecological, and potential health impacts of bottled beverage usage to promote a reusable mug or pourable beverage program.
	Notify external media outlets about your initiative and how it aligns with your hospital mission of improving the human and environmental health of your community.
Access	Reduce access to unhealthy beverage choices by limiting the number and portion sizes of offerings.
	Provide only drinks that meet healthy beverage guidelines as determined by your internal Task Force (see Appendix A for sample guidelines)
	Increase access to filtered water stations.
	Provide or sell fruit and herb infused tap water in retail, catering or other areas throughout the facility.
	Provide or sell reusable mugs/bottles with hospital logos for healthy non-bottled beverage promotion.
Point-of-Purchase	Add and/or increase education / signage for healthy beverages with an emphasis on water.
	Adjust beverage cooler plan-o-grams to favor healthy beverage product placement.
	Remove advertisements for unhealthy beverages in facility including on vending machine facades.
Price	Change the relative price of healthy vs. unhealthy beverages to make healthy choices more affordable and desirable.
	Offer discounts and promotions for customers using reusable mugs.
Social Support and Services	Create an environment of support for healthy habits by engaging senior management and clinician advocates.
	Connect the healthy beverage program to a broader effort within the hospital to create a healthier workplace and support a healthy community.
	Connect with other organizations working on similar efforts to share resources, build momentum, and learn from their efforts.

(For more information on the CDC MAPPS strategy visit:
http://www.cdc.gov/chronicdisease/recovery/PDF/N_and_PA_MAPPS_strategies.pdf)

The MAPPS strategies can be applied in a variety of places where beverages are sold or provided including vending machines, cafeterias, concessions, meeting places, patient trays in hospitals, and lounges.

Hospitals throughout the country have found innovative and creative ways to utilize the MAPPS strategy to implement their beverage programs. Visit this [Showcase of Healthy Beverage Programs in Health Care](#) for examples of these programs.

Promote Tap Water

While focusing on reducing unhealthy beverage options, it is important to send a positive message that includes what beverages you encourage or support as healthy. Promoting the consumption of tap water as a safe, affordable, environmentally responsible and healthy alternative to sugar-sweetened beverages is consistent with the message of creating a healthy workplace environment that supports the broader community.

Although water in general is a healthier alternative to many of its bottled beverage counterparts, it is important to remember that bottled water is an incredibly resource intensive product. Six times as much water is used in the production of bottled water as actually ends up inside the bottles, threatening local stream and groundwater supplies where water is bottled. Each year, close to two million tons of polyethylene terephthalate (PET) bottles end up in landfills in the USA – less than 30% of these bottles are recycled.⁵⁴ Nearly 50% of all bottled water is actually tap water; resulting in approximately 2.5 billion gallons of municipal tap water, which taxpayers pay to treat, being bottled and sold for \$1 (or often much more) per gallon every year.⁵⁵

This is compared to just pennies per gallon when you get this same water directly from the tap. Promoting tap water to patients, staff, and visitors helps them access a resource that reduces waste and the impact on natural resources, is calorie-free, hydrating, and is one on which every system of the body depends.

A first step in championing tap water is to ensure ready access to clean, attractive water fountains, coolers, or filtered water units. Advertising government or independent testing of water can help build confidence in its safety. Tap water promotion can also be achieved by distributing reusable water bottles through on-site stores or giveaways.

Identify Vendor Strategies

Open and ongoing communications with beverage vendors is important during the transition to a healthier beverage environment in order to maintain positive working relationships. Begin by reviewing the terms and conditions of current contracts with beverage vendors and on-site food venues. Encourage compliance among vendors within the terms of a current contract by forwarding a written copy of the new beverage policy specifications, along with a statement representing the facility's goal to model healthy behaviors and promote public and environmental health through the provision of healthy beverages. When the current contract is due for renewal, include language that specifies the needs of your program, including beverage specifications. It is important that the healthy beverage program be sustainable, yet flexible. Allow for changes in your strategy.

Beverage Contracts and Vendor Communication

Existing beverage contracts may make it difficult to transition to a healthy beverage policy immediately. You may choose to negotiate with your current vendors to phase in healthier options before the contract ends. If the contracts are short-term, you may decide to wait until the contracts are up for renewal before you include language about your healthy beverage policy and renegotiate the contract or put it out to bid.

The contract terms may dictate the timeframe for implementing a new policy, and waiting until the contracts expire may minimize conflict with vendors. This waiting period provides an opportunity to implement an education campaign before vending changes are visible. If contracts are of varying duration, you may want to consider building in a grace period for the vending contracts that come up sooner, so that all of your vending machines are changed at the same time.

When you communicate with beverage vendors, they may express concerns with your healthy beverage initiative and make offers to engage in the development and roll-out of your program.

It is critical that your beverage program is created by your Task Force members with the mission and vision of your health care facility at the center of its development. Even though the beverage vendor may want to be at the table during the development of your program, this is not recommended, since their mission is to sell their product. Your Healthy Beverage initiative should be driven by the internal hospital team who will be in charge of developing the beverage specifications and product profile that they want to serve in the facility. Once that has been determined, it then makes sense to engage the beverage vendor and communicate the specifications of your program.

It is also not the role of the beverage vendor to provide verbal or written health information or advertisements about their products to the staff at your facility. All messages sent during this transformation should be developed by the Task Force.

The key role of vendors is to provide beverages that meet the facility’s specifications and promptly meet the deadlines established by the internal Task Force in the timeline of the program roll-out. Their activities in the program roll-out may include replacing current vending machines that have advertising with clear faced machines with no advertising, re-stocking beverages according to a new placement strategy and removing other forms of ads for beverages determined unhealthy by the internal Task Force.

Beverage Vendor Counter-Messaging

The following responses are suggestions that can address common concerns and offers from the beverage vendors when you talk to them about your healthy beverage program and policy.

Beverage Vendor’s Concern	Health Care Facility’s Response
<p>“You are taking away individual choice.”</p>	<p>“We, as an organization are providing plenty of choices for healthier beverages that align with our mission of supporting the health of the community we serve. If people would like a beverage that is not being offered here, they continue to have the choice to bring it from home.”</p>
<p>“We can advertise collaboratively on this program.”</p>	<p>“This is the hospital’s initiative. Our internal marketing department will help us to promote our healthier beverages. We would appreciate your partnership and support in meeting the timeline established in this healthy beverage program.”</p>
<p>“We have a list of beverages that have a ‘healthy’ profile.”</p>	<p>“Our hospital’s internal healthy beverage Task Force is establishing clearly defined beverage specifications. When they are fully established, we will provide these to you. At this time we would appreciate receiving your list of healthy beverages that meet these specifications.”</p>

Step 4: Make the Program Sustainable: Craft the Policy to Make the Program Sustainable

The implementation of a written policy is essential to ensure that the facility will maintain the success and standards achieved through your program implementation regardless of changes in staff and shifts in organizational priorities. A healthy beverage policy can be a part of a larger sustainable food service or wellness policy or it can be an independent effort.

In order to be effective, a healthy beverage policy should address the primary access points for beverage provision and include these components:

- An outline of the mission of the initiative
- Product specification
- Responsible personnel
- Any pertinent information to consider when crafting contracts with beverage provisions

Remember, contracts overrule internal policies so be sure to include policy language in any contracts going forward. This includes those contracts for on-site venues such as Au Bon Pain, Dunkin' Donuts, Starbucks, etc. It is important that all venues on hospital grounds follow the mission of modeling healthy behaviors by serving healthy beverages.

Refer to these resources when crafting a Healthy Beverage Policy:

- Public Health Law Center [Policy Drafting Checklists](#)
- Sample healthy beverage policies in Hospitals
 - [St. Elizabeth's Medical Center Sample Policy and Case Study](#)
 - [Fairview Hospital Sample Policy and Case Study](#)
- Links to broader healthy food and beverage policies:
 - [Veterans Hospital Association \(VHA\)](#)
 - Center for Science in the Public Interest [Resources for Healthy Food and Beverage Policies](#)

Step 5: Propose the Healthy Beverage Policy to Senior Management and Key Stakeholders

The proposed Healthy Beverage Policy should be presented to senior management for discussion and approval. Senior management is a key stakeholder group within any organization, and is critical to the success of the policy since they bear the ultimate responsibility for implementing and enforcing the policy's provisions.

Gathering key clinical advocates within your organization who recognize the link between unhealthy beverage consumption and poor public and environmental health to participate in a meeting with senior management is a great way to support these efforts. Downloading this [Hydrate for Health Presentation](#) (and [Talking Points](#)) and presenting it to your administration can encourage buy-in.

Step 6: Educate your Staff, Visitors, and Other Stakeholders

A robust and proactive educational outreach initiative that stresses the importance of serving healthy beverages and its connection to the hospital's mission is critical for the sustainability of the program. With the support of the administration, inform staff about the negative health impacts of sugar-sweetened beverages and associated health costs and benefits of healthy alternatives. Education should be done early

so individuals in the organization will understand the reasons for the changes. If done early, staff can share their concerns and strategies can be created to address them. Efforts to make the process and related policies transparent and straightforward will earn greater support of the process.

This early education is an opportunity to frame your policy favorably — emphasizing healthier options rather than restricting selections -- creating a healthier work environment rather than a workplace ban.

Multiple outreach strategies may be used including internal newsletters, electronic communications, signage and flyers posted in the facility, company website, staff meetings, informational sessions, taste-testings, games and educational events.

An effective means of educating both staff, clients and visitors is posting point-of-purchase signage that provides information on which beverages are unhealthy and why. If your organization plans to remove unhealthy drinks from its premises, point-of-purchase signage can be used during the transition period before unhealthy beverages are removed. The Boston Public Health Commission has developed traffic light education signage that includes posters and brochures about healthy beverage choices (Appendix E).

These educational efforts can transition into the “official launch” of the prevention-based, environmentally responsible, healthy beverage program. For examples of how facilities have implemented their programs visit: [Showcase of Healthy Beverage in Health Care Programs](#). It may also be helpful to share with staff that other health care professionals throughout the country have shown their support of healthy beverage policies by signing on to the [Health Care Professional Pledge](#). Encourage staff buy-in for your initiative by presenting a list of national health care pledge signers at an educational event or meeting, and extend the opportunity for staff to sign the pledge as well.

Addressing and Overcoming Challenges

As with any change, challenges may occur. One challenge may be the reaction of your staff, clients and visitors. Many people are attached to their food and beverage choices, and may exhibit strong feelings about the removal of their beverage selection. Many facilities have found that providing advance notice about the initiative reduced negative reactions to the transition to healthier beverages. Share with all stakeholders that, as a health care organization, the facility no longer supports unhealthy beverage choices and will not offer certain beverage selections. Consistent messaging in the facility newsletter and in the cafeteria, coupled with informational and encouraging emails from upper-level administration, will go a long way in addressing concerns regarding the implementation of your new healthy beverage policy.

Another issue for facilities is the financial implications of reducing or eliminating sugary drinks. Data has been collected from facilities across the country regarding the financial impact of reducing vs. eliminating the availability of SSBs. While little or no financial loss has been documented when facilities reduce SSBs, those that have completely eliminated SSBs have seen a larger initial loss in revenue with an average of 75% of sales recouped within the first year of implementation. Financial impact can be mitigated by creating innovative programs that encourage consumption of healthier beverages, such as:

- Selling BPA-free reusable mugs for water refill
- Instituting promotional programs for new and healthy beverage alternatives
- Providing fruit & herb infused water for free or a nominal fee
- Adding fresh fruit and vegetable smoothies to retail offerings

Step 7: Implement the Program and Policy

Each venue where beverages are provided at your facility presents unique challenges in your implementation strategy. Consider the following as you move forward in developing your program and related policies.

Retail/Cafeterias

The approach for transitioning to healthier beverages in cafeterias depends on whether your food services are contracted to a separate vendor or whether your staff runs this program. Most likely, your organization will have to adapt a contract if your organization works with an outside food vendor. Changes can be made regardless of who controls the beverage purchasing.

Cafeterias are excellent sites for point-of-decision signage for educational purposes. They are also ideal venues for implementation of a pricing strategy. One study found that in a hospital cafeteria, increasing the price of soft drinks drove down consumption by 26%, and a combination of price increase and education decreased consumption by 36%.⁵⁶ Revenue from price increases on sugar-sweetened beverages can also help offset lower prices for healthy options like bottled water and seltzer.

Vending Machines

Changing your institution's vending policy to increase healthy beverage options is an effective and realistic step towards changing the beverage landscape in your organization. The following organizations have successfully implemented healthy vending policies, and the resources they have available online provide additional guidance.

- Contra Costa Health Services: [Healthy Vending and Snack Foods Policy](#):
- Kaiser Permanente: [Healthy Picks](#)
- Seattle Public Health Department: [Vending Guidelines](#)
- Bay Area Nutrition and Physical Activity Collaborative [Vending Machine Toolkit](#) - Resources to help with bidding and contracting for a new vendor.
- LA County Physical Activity and Nutrition Task Force (PANTF): Food Policy: Vending Machines, Fundraising, and County-Sponsored Meetings.⁵⁷
- Centers for Disease Control and Prevention: LEAN Works – Workplace Obesity Prevention⁵⁸ - Resources to help organize a Wellness Committee, plan, build and assess your program.

Catering

Catering programs offer a level of flexibility that makes them ideal for healthy beverage implementation. Rather than making unhealthy beverages a standard offering, consider creating an internal catering menu that includes only healthy beverage options such as filtered tap water, sparkling water, juice, and unsweetened tea or coffee.

More facilities are offering “spa water” (water infused with fruit and /or herbs) for a nominal fee as an elegant beverage option that promotes increased water consumption. Your facility may choose to offer minimally pre-sweetened beverages only upon request, but ensure that these items are not displayed in the serving area or on the menu.

Utilizing reusable cups and beverage containers for pourable service can also greatly reduce waste and generate a larger profit margin than bottled beverage options. To encourage use of internal catering services and manage revenue, you may choose to implement a policy encouraging all external catering requests to be approved by the food service director or other appropriate staff to minimize competition of external catering venues offering different beverage profiles.

Procurement for Events and Meetings

Some public and private institutions have developed nutrition standards for beverages that are purchased with institutional funds to be served at the institution's meetings and events. This is another way to demonstrate to employees and visitors that the institution chooses to support healthy beverage choices.

It is important to clearly define the beverages that are covered under the procurement guidelines. Categories of beverage procurement that you may consider covering in your guidelines include the following:

- Beverages purchased with institutional funds and served at institution-sponsored meetings and events
- Beverages purchased with outside grant funds but served at institution-sponsored meetings and events
- Beverages purchased for meetings and events sponsored or hosted by your organization that are held off site in the community
- Beverages purchased for special occasion events on company property
- Beverages sold on institution property for charitable fundraising efforts
- Marketing or promotion of beverages on vending machines themselves or through promotions or special events on institutional property

Depending on the categories included in your procurement policy, the policy should clarify whether the guidelines apply to potluck lunches, birthday parties, or other events on company property. Excluding certain categories from the policy does not preclude an attempt to bring healthier items to these kinds of workplace activities or individual wellness goals.

When transitioning to a healthy beverage policy, existing procurement and catering contracts create a challenge to making the changes immediate. However, when there is not a standing procurement contract, there are often allowances for changing specific product selections. The following are examples of guidelines for healthy meetings and events created by both public and private organizations.

- Commonwealth of Massachusetts: [Healthy Meeting and Event Guide](#)
- UC Berkley [Healthy Meeting and Catering Guide](#)

Patient Trays in Hospitals

Patient food delivery is an important component of the food environment in hospitals. Reducing access to sugar-sweetened beverages in patient service demonstrates a commitment to the overall health of patients. This approach may be accomplished through voluntary compliance by a food service contractor without the need for a contract change because this directly affects patient health.

Hospitals may consider specifying in their policy whether sugar-sweetened beverages will be available to patients upon special circumstances or with a formal request from a physician or dietitian. (See Appendix H)

On-Site Contracted Venues/Concessions

When transitioning to healthier beverages, leases and agreements for concessions need to be reviewed before making the change. Concessioners can range from small cafés to chain restaurants licensed to serve on the premises. Concessioners on the premises likely have a lease for the space or other contract laying out terms for their arrangement. For existing contracts, leases, and agreements, your organization may choose to make the change when the contract expires and to make a good faith effort to obtain voluntary or partial compliance during the interim period.

The contract terms will dictate your timeframe for implementing a new concessions policy, and waiting until the current contracts expire may minimize conflict. This waiting period provides an opportunity to imple-

ment an education campaign before concession changes are visible. If contracts are of varying duration, you may want to consider building in a grace period for the concessions contracts that come up sooner, so that all concessions make the transition at the same time.

Step 8: Track Progress

Tracking is a very important component of your healthy beverage program because it allows you to monitor your progress toward your goals, understand the economic impact of the strategies you are utilizing, report on your successes to upper management and the community, and recognize the impact of your program. Tracking beverage sales by product and overall financial impact helps support the program for the administration, and can help increase the sustainability of the program. Be sure that all areas impacted by your unhealthy beverage reduction strategies are included in your tracking process. You may also monitor your progress by tracking your beverage purchases. This is a streamlined approach that looks at shifts in hospital beverage purchases made to support the shift in beverage selection by staff and visitors. Tracking information that quantifies and illustrates the amount of calories or grams of sugar avoided, or the reduction of waste diverted from landfills with fewer plastic bottles sold, are creative examples of communicating the effectiveness of programming efforts.

Two major tracking pathways include measuring SSB/unhealthy beverage purchases, and measuring non-SSB/healthy beverage purchases (i.e., increases in healthy beverage purchases vs. decreases in unhealthy beverage sales). Your organization may choose to track one, or both, if this option is manageable. In either case your progress should be measured against your baseline numbers (your purchasing at the onset of the program) and your overall annual numbers (total beverage budget, total beverage sales, etc). It is helpful to distinguish between the areas of food service - patient, retail/cafeteria, vending, and catering – and to make specific targets for each.

Please note: when tracking healthy beverage increases, increases in tap water drinking will not be accounted for, so this should be noted when reporting results.

Tracking Tools

Health Care Without Harm provides two Microsoft Excel tracking spreadsheets that can be modified according to your organization's specific needs. It is important to note that your definition of healthy and unhealthy beverages must be clearly defined before starting and tracking your program.

The first tracking tool monitors dollars spent by the organization on healthy beverages. This spreadsheet allows you to enter monthly totals in four categories of food service, and will calculate your annual spending and compare it to your baseline numbers and your annual beverage budget. There are also columns to designate locally/sustainably-produced beverages, if desired.

[Healthy Beverage Tracking Tool](#)

The second tracking tool monitors dollars spent by the organization on sugar-sweetened beverages. This spreadsheet allows you to enter monthly totals in four categories of food service, and will calculate annual spending and compare it to your baseline numbers and your annual beverage budget.

[Sugar Sweetened/Unhealthy Beverages Tracking Tool](#)

Step 9: Maintain Momentum and Healthy Profits

Taking steps to reduce the availability of sugar-sweetened and other unhealthy beverages can raise financial concerns. For example, beverage vending machines generate income, and many people assume that by

reducing unhealthy options and replacing them with healthier beverages, people will consume fewer beverages altogether.

However, the experience of schools that have implemented similar measures suggests that after an initial adjustment period, beverage revenue remains fairly consistent and customers embrace the sale of healthier options – particularly water and 100% juices.⁵⁹ Hospitals implementing these changes have had similar results. The following case studies provide insight into the financial impact of their programs.

- [St. Elizabeth's Medical Center Case Study](#)
- [Fairview Hospital Case Study](#)
- Vanguard Health System Case Study (page 41)

A well-run education campaign helps generate interest in purchasing healthy beverages and may even increase sales. This suggests that any financial losses caused by removing certain beverages will likely be short-term and less than organizations may anticipate.

The beverage industry itself notes that an increasing proportion of beverage profits are coming from the sale of water, 100% juice, and other healthy beverages. In fact, according to recent industry surveys, employees rate water as the most important (34%) beverage choice in the workplace, behind unsweetened coffee (25%) and well-behind soda (7%), juice (5%) or sweetened coffee drinks (3%).⁶⁰

Measures to reduce availability of sugar-sweetened and other unhealthy beverages improve the health of employees and decrease costs to the organization in the form of health care expenditures and lost productivity.

Step 10: Celebrate Successes

Once the healthy beverage program is part of the culture of the facility, the initiative should be celebrated by engaging staff, visitors, and the local community in a celebration of the successful implementation. Highlight the weekly beverage trends in the staff newsletter with an encouraging commentary, or host a spotlight event inviting local speakers and advocates to congratulate the facility for supporting healthy, sustainable choices. Be sure to emphasize the message that in reducing access to unhealthy beverages and promoting access to public drinking water and other healthier options, the facility has effectively implemented an environmental health and obesity prevention program to support a healthier community.

Communicating Your Efforts

Getting Buy-In in Your Organization

Efforts to reduce sugar-sweetened beverage consumption in your organization are opportunities to publicly pledge your commitment to the health of your employees, clients and visitors and take the lead on a critical public health issue. Effectively communicating this commitment is important to increase buy-in to your efforts.

The tone of your messaging is crucial. It should emphasize the benefits of your strategy. Share your efforts to increase healthy options and create an environment where being healthy is easy. Do not focus the message on the strategy to ban and/or reduce certain drinks. While some may feel that it is unfair to reduce the number of unhealthy options, others see the status quo of limited access to healthy choices as equally unfair. Communicate that a strategy to reduce sugar-sweetened beverage consumption is one part of your organization's broader commitment to creating a healthy workplace.

Ideas for communicating your efforts include the following:

- **Eliciting feedback:** Create opportunities for employees to be involved in the policy development or to give early feedback to help you design your initiative more effectively and to increase buy-in.
- **Hosting information sessions:** Inform your employees of your intentions well before you roll them out. Create a PowerPoint presentation explaining the rationale for your actions and exactly what will take place. The presentation slides can be made available to people unable to attend the sessions, so that they get the information.
- **Phasing in the policy:** Help employees and clients adjust to new changes and prevent resistance to your efforts by using a multi-step process for your initiative.
- **Posting signage:** Educate consumers by placing educational signs near points of access to sugar-sweetened beverages and healthy drinks.
- **Creating events:** Couple the beginning of your initiative with a health-related event, such as blood pressure screenings or a flu clinic to demonstrate your commitment to a healthy environment.

Getting Positive Media Coverage

The news media is a powerful tool for environmental change efforts. Positive press coverage of your initiative increases interest among staff and employees and creates support within the community you serve, and gives you public recognition for your commitment to making your organization healthier. Reducing sugar-sweetened beverage consumption is an innovative approach to creating this healthier environment, and media outlets are likely to respond to information you provide describing your efforts. There are many ways to earn press coverage of your efforts. If your organization has a communications department, it will be well versed in these techniques. Smaller organizations can use the suggestions and examples below to work with various forms of the news media.

News Advisory: This is a short document alerting media outlets of an upcoming event of interest. The purpose is to acquire more coverage of an event, including print and television media. This is especially appropriate if your organization plans to launch your healthy beverage initiative in conjunction with a health promotion event like a blood pressure screening.

Timeline: Send advisory to media outlets 1 week prior to the event; this should be done electronically.

Example: See template on page 26

Local Media Calls: These calls should be made after your news advisory has been sent. Your calls are a personal invitation to media outlets and will remind reporters of the event and can encourage successful media coverage.

Timeline: Complete calls 3 days prior to the event

Press release: A press release is more comprehensive than a news advisory and reads like a news story. Press releases describe an event or a newsworthy action that an organization has taken, such as removing sugar-sweetened beverages. They should include details such as who was involved in an event or organizational change, who it affects and why it happened. Information about staff responsible for the action or event should be included.

Timeline: Submit press release on event day or at the time the organization takes action

Example: See announcement of Vanguard Health Chicago System ban of sugar-sweetened beverages on pages 27 - 29

Press Packet: This packet of information gives the media all the information they need to write a story about an event. In addition to your news advisory and press release, it includes an overview of the event with an agenda or program and additional information about any speakers or organizations included in the event.

Timeline: Make press packet available on the day of the event

Sample Media Alert

News Advisory

FOR IMMEDIATE RELEASE
Monday, January 3, 2011

CONTACT: First & Last Name
Telephone: XXX-XXX-XXXX
Cell: XXX-XXX-XXXX
E-Mail: name@hospitalx.com

Hospital X Launches Healthy Workplace Initiative by Removing Sugary Drinks

Mayor to speak in support of initiative ...

WHAT: Hospital X Healthy Workplace Kickoff

WHEN: January 10, 2011

WHO: Hospital X and Mayor Y

WHERE: (Location of event)

HOW: Kickoff will celebrate the implementation of a healthy beverage policy that includes removing all sugary drinks sold on the property. CEO (name) and the Mayor will speak in support of the initiative.

WHY: The kickoff will celebrate Hospital X's commitment to creating a healthy work environment, as the 4th largest employer in the city. Sugary drinks can contribute to a host of health problems including weight gain and removing them will allow Hospital X to make healthy choices the easiest choices.

For more information about Hospital X and their healthy workplace initiative, visit: www.hospitalx.com.

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Illinois Public Health Institute works through partnerships to promote prevention and improve public health systems that maximize health and quality of life for the people of Illinois.

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EMBARGOED UNTIL 6AM CDT, APRIL 25, 2012

Video, B-Roll and Video News Release Available mid-afternoon, 4/25/12

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Major Hospital System in Chicago Says ‘NO’ to Sugary Drinks

Organizers of First-Ever Medical Symposium on Sugar’s Toxic Effects Urge Hospitals to Become Healthier

Chicago — Citing growing concern from doctors and public health officials, Vanguard Health Chicago (VHC) today announced they will begin eliminating all drinks sweetened with sugar in all of their Chicago-based hospitals, healthcare sites, and administrative offices.

Saying So Long to Soda:

Vanguard MacNeal Hospital in Berwyn is the first of four VHC hospitals to announce a ban on soda and other sugar-laden beverages.

Once the changes have been implemented across all its Chicago hospitals, the company says over 6,000 employees and tens of thousands of patients and visitors will substantively benefit from a healthier reduced sugar environment.

Creating Healthier Hospitals:

Pioneering the change was MacNeal Hospital, which began changing dietary offerings nearly a year ago to better align with their mission to “help people achieve health for life.” The hospital began the initiative by offering a host of healthier reduced-fat and lower-calorie menu options. They also revamped their dining environments to increase casual dining traffic. Key health habit enhancements include:

- Swapping vending machine selections with healthier food and beverage choices
- Elimination of all fried food and trans fat

(more)

- Expanding salad bar offerings to focus on whole grains, fresh fruit and leafy green vegetables
- Pricing healthy choices at lower, more economical price-points
- Establishing signage and nutritional labeling to create awareness and enhance self advocacy.

MacNeal’s expansion of their sugar reduction efforts--to a now complete ban of sugar laden drinks--demonstrates an increased commitment to the health of both its patients and employees, noted the **Illinois Public Health Institute**. The Institute opened Wednesday’s first-ever symposium of health care professionals exploring the toxic effects of sugar, consumed through beverages, with the news of VHC’s policy shift.

The news was met with exuberance from attendees, and the Illinois Public Health Institute urged other hospitals to follow VHC’s example in banning harmful sugary sodas and sports drinks.

“Sodas, sports drinks, and other drinks that are artificially loaded with sugar are associated with a host of negative health effects and increase the risk of obesity, diabetes, heart attacks, dental problems, and even cancer,” said Vanguard Health’s Chief Medical Officer **Dr. Anthony J. Tedeschi**. “The health care community has an obligation not only to treat, but to help prevent, these conditions, some of which are at epidemic levels.”

“Revamping our cafeteria has created a very positive response from members of the community who often come to MacNeal for lunch,” says Vanguard’s Senior Director for Support Services **Theresa Rudnick**. “People feel good about what they are eating and drinking. These changes have been good for our business, but more importantly good for the health of those we serve and employ. It’s a win-win. I think some people wonder why we didn’t do this sooner.”

The Health Effects of Sugar:

Evidence consistently points to sugar-laden beverages triggering increased obesity rates. One study found that sugary soft drinks can account for an estimated 20 to 40 percent of all weight gained by Americans between 1997 and 2007.^[1]

Approximately 46 percent of the added sugar in our diets comes from soda, energy drinks, sports drinks and sugar-sweetened fruit drinks.^[2]

Adults who drink just one sugar-loaded drink every day increase the likelihood that they will be overweight or obese by 27 percent.^[3] Even more vulnerable, studies suggest, are children who increase their risk of obesity by 60 percent with every additional soda consumed in a day.

“As leaders, we know this is a logical step in creating a better model for the delivery of health care and creating a healthier workplace, focused on promoting health and overall well-being,” said Vanguard MacNeal Hospital Chief Executive Officer **Brian J. Lemon**.

Dr. Stephen Archer, President of the American Heart Association Metro Chicago Board, concurred. “There is too much sugar consumed in the American diet, and sugar-sweetened beverages are the biggest sources of added sugar. Far too many people have no idea how much sugar they are drinking, nor do they know the negative impacts this is having on their bodies. They certainly are not likely to know that consumption of sugary drinks has been linked to diminished cardiovascular health. It is our

(more)

responsibility to spread this message and promote meaningful policy, systems and environmental change that will support healthier lifestyle choices."

According to the **Illinois Public Health Institute**, by changing its beverage environment to reduce consumption of sugary drinks, MacNeal Hospital has demonstrated vital leadership in primary prevention and clearly recognizes the important role of hospitals in creating health-promoting environments.

"We applaud MacNeal Hospital for leading the way," said the Institute's Chief Executive Officer **Elissa Bassler**. "Today the Illinois Public Health Institute is urging other hospitals to enact similar initiatives. Hospitals are filled with professionals who have taken an oath that they will '*never do harm to anyone*.' Sodas and sports drinks are harmful. They do not belong in hospitals."

"We have a paradox, where the sweetened-beverage industry, whose products are associated with a host of negative health effects, has effectively created an environment that is contrary to the goal of primary prevention," noted **Stacia Clinton** of the Health Care Without Harm & Healthy Food Systems Initiative. The Illinois Public Health Institute and Health Care Without Harm have partnered with the American Heart Association to offer toolkits and technical assistance to organizations who are interested in creating healthier hospitals.

Marketers of sugar-loaded beverages actively seek relationships with health groups to improve their image and project the aura of healthiness. Many hospitals enter into exclusive agreements, or "pouring rights" contracts, with the sweetened beverage industry in return for direct payments or subsidies, which can make changing the beverage environment challenging.

Rethink Your Drink: the Impact of Sugar-Loaded Beverages on the Obesity Epidemic and Clinical and Environmental Strategies to Reduce Consumption

On Wednesday April 25, the Illinois Public Health Institute and the American Heart Association are hosting the Rethink Your Drink symposium, exploring clinical approaches to reducing sugar-loaded beverage consumption and complementary changes in policy, systems and environments. More information can be found at www.iphionline.org.

About Vanguard Health Chicago

Vanguard Health Chicago is a growing multi-hospital system serving metropolitan Chicago. The hospitals include MacNeal Hospital in Berwyn, Weiss Memorial Hospital in Chicago, West Suburban Medical Center in Oak Park and Westlake Hospital in Melrose Park. Vanguard Health Chicago is part of Vanguard Health Systems, which also owns and operates local health systems in Texas, Arizona, Michigan and Massachusetts. Vanguard embraces the principles of non-profit health care and aligns them with the business acumen of an investor owned organization to strengthen each hospital's position, making them leaders in the delivery of health care for the communities they serve.

About the Illinois Public Health Institute

The Illinois Public Health Institute works through partnerships to promote prevention and improve public health systems that maximize the health and quality of life of the people of Illinois. IPHI conducts policy development and research, provides training and technical assistance to hospitals and communities, and works to engage stakeholders in improving public health systems and policies. Among a number of initiatives, IPHI has convened and leads the Illinois Alliance to Prevent Obesity and is

(more)

Precedent for Action

Policy Change Stories from the Field

Making this type of policy change happen in your institution may seem overwhelming at the beginning, but the good news is that many others have been successful in doing this work and can provide encouragement and guidance as you begin the process. The following shares the stories of not just hospitals, but school districts and governments.

Healthcare Institution: Vanguard Health System, Chicago IL

*In everything we do, we ask ourselves,
"Is this helping someone achieve health for life?"*

Demographic Information

Vanguard Health Chicago is a growing healthcare system, which includes MacNeal Hospital in Berwyn, Weiss Memorial Hospital in Chicago, West Suburban Medical Center in Oak Park and Westlake Hospital in Melrose Park. There are 1.5 million in-patient and outpatient visits annually at the four sites and 6000 employees. Vanguard Medical Group deploys over 150 providers across more than 20 locations throughout the metropolitan Chicago area. Striving to be an active and relevant community partner, Vanguard Health Chicago coordinates several outreach programs and support groups and has multiple academic affiliations and community partnerships to better serve its diverse populations.

Embracing its mission to "help people achieve health for life", Vanguard is committed to creating lifelong relationships by changing the way health and healthcare are delivered in our communities.

MacNeal Hospital (Berwyn, IL)

For nearly a century, Vanguard MacNeal has been providing quality health care to the west and southwest suburbs of Chicago. Along with Vanguard MacNeal Hospital, a 427-bed fully accredited teaching hospital, the network is comprised of 10 primary care centers, a resource library, a behavioral health services program and a school for at-risk children. There are 400 physicians.

Weiss Memorial Hospital (Chicago, IL)

Founded in 1953, Vanguard Weiss Memorial Hospital, affiliated with the University of Chicago Medical Center, is a Joint Commission-accredited, 236-bed facility. Weiss serves a primary service area of more than 600,000 people, including Chicago neighborhoods from Lakeview and Logan Square, to Rogers Park and the suburb of Skokie. Weiss has more than 450 physicians in 42 adult medical specialties and more than 1,000 employees who speak more than two dozen languages.

West Suburban Medical Center (Oak Park, IL)

West Suburban Medical Center first opened its doors as a 90-bed facility in 1914. Today, almost 100 years later, West Suburban Medical Center is a 234 bed, full-service teaching hospital that continues serving the health care needs of its community. There are 325 physicians in 28 specialties.

Westlake Hospital (Melrose Park, IL)

Founded in 1927, Vanguard Westlake Hospital is a full-service health care facility serving the diverse populations of the western suburbs of Chicago including Bensenville, Berkeley, Elmhurst, Elmwood Park, Franklin Park, Hillside, Maywood, Melrose Park, Northlake, River Grove, Stone Park and Westchester. Vanguard Westlake is a 225-bed teaching hospital with over 300 physicians in 44 physician specialties.

Executive Summary Statement

"Sodas, sports drinks, and other drinks that are artificially loaded with sugar are associated with a host of negative health effects and increase the risk of obesity, diabetes, heart attacks, dental problems, and even cancer. The healthcare community has an obligation not only to treat, but to help prevent, these conditions, some of which are at epidemic levels."

- Dr. Anthony Tedeschi, Chief Medical Officer
Vanguard Health Chicago

The Vanguard Chicago Market kicked off a healthy beverage campaign, eliminating all sugar-loaded drinks in all of the Chicago-based hospitals, healthcare sites, and market office in July, 2012. The sugar-loaded drinks were replaced with healthier options. By 2013, Vanguard Health Chicago will no longer serve any sugar-sweetened or artificially-sweetened beverages.

The Problem

In Illinois, the obesity rate has nearly doubled since 1995. Nearly two-thirds of Illinoisans are overweight or obese.⁶¹ Illinois has one of the ten highest obesity rates for adolescents in the nation and the fourth worst child obesity rate.⁶² Sugar-loaded beverages are a major contributor to obesity and obesity-related diseases. Consumption of these drinks contributes approximately 46% of the added sugar in the American diet⁶³ and many account for one-fifth of all weight gain between 1977 and 2007.⁶⁴ Reducing consumption of these drinks can improve health outcomes.

Hospitals are role models for the healthy choices that lead to better health outcomes. They can build better healthcare delivery systems and create better workplaces by changing their food and beverage environments to support and encourage healthier choices.

Addressing the Problem

In April, 2012, Vanguard Health Chicago created a Healthy Beverage Work Group to assess the beverage environment and create a healthy beverage program and policies. This group represented all business units in the market (see sidebar) and worked with technical assistance and support from the Illinois Public Health Institute, American Heart Association and Health Care Without Harm.

On July 1, 2012, Vanguard Health Chicago removed all drinks that were high in sugar, including regular soda, energy drinks, sports drinks, pre-sweetened coffee and tea drinks, juice drinks with added sugar in addition to whole and 2% milk. Sugary beverages were replaced with drinks that have moderate amounts of sugar, fat and sodium or containing artificial sweeteners like low sugar drinks, 100% fruit juice or vegetable juice (in small portions), diet drinks, low-sodium sports drinks, soy milk and 1% milk. Large quantities of water, seltzer water and 1% or skim milk are offered. The prices for healthy drinks were lowered to encourage consumption.

The Vanguard Healthy Beverage Work Group was comprised of:

- Senior Management Team Members
- Food & Nutrition Directors
- Human Resources
- Community Relations
- Senior Administration Team Member, Market Office
- Clinical Management
- Marketing/Public Relations

A color-coded system (patterned after a stoplight) was used to make the distinction between the drinks and educate hospital constituents (patients, employees, visitors, volunteers and community members) about the drinks. Red drinks are high in sugar and sodium with 12 grams of sugar or more. Yellow drinks have between 6 and 12 grams of sugar or contain artificial sweeteners and green drinks have 5 grams or less.

Access to potable water was increased, with one hospital offering infused water during lunch hours at the cafeteria.

An implementation plan was developed incorporating five evidence-based strategies of MAPPS (media, access, point of purchase information, price and social support/services).

Implementation Process

Vanguard's process was multi-disciplinary and collaborative, which made the transition fairly seamless. The following lists the implementation strategies:

- In April 2012, the Healthy Beverage Working Group began biweekly meetings. Sub-groups were assigned specific tasks to plan and implement between team meetings.
- The members of the Healthy Beverage Working Group attended the April 25, 2012 symposium, Rethink Your Drink: The Impact of Sugar-Loaded Beverages on the Obesity Epidemic & Clinical and Environmental Strategies to Reduce Consumption.
- On the day of the Rethink Your Drink symposium, a major media announcement was made about the Vanguard effort that received coverage from Chicago Tribune, WBBM-TV and WLS-TV.
- An inventory was taken of the drinks served and sold and at what access points. A decision was made not to purchase any more sugar-loaded beverages as they sold out.
- All vendor contracts were reviewed. Meetings began with vendors to share the decision to create a healthier beverage environment and the new parameters of their relationship with Vanguard. Vendors were asked to consider what beverages they would supply that were less sugary or contained no sugar.
- Vendors supplied several new options. The Healthy Beverage Work Group gathered to taste the drink options and vote on which had the best taste and met the criteria for amount of sugar and serving size.
- Sugary drink advertisements were removed from vending machines and coolers.
- Meetings were held with on-site providers (Walgreens at one site) to let them know about the new policy and ask that they join Vanguard in the healthy beverage campaign. Walgreens agreed to sell only healthy beverages and implemented the Vanguard criteria.
- Communication and educational materials were developed with the same color-coded definitions used by the Boston Public Health Commission.
- On June 21, 2012 Bill Foley, Market President sent a message to all Vanguard Health Chicago constituents about the environment change, describing it as a demonstration of "our commitment to our mission through our action."
- During the week of July 9, each hospital hosted a taste-testing of the healthy beverages that replaced the sugar-loaded ones.

Benefits

"People feel good about what they are eating and drinking. These changes have been good for our business, but more importantly good for the health of those we serve and employ. It's a win-win. I think some people wonder why we didn't do this sooner."

- Theresa Rudnick, Senior Director for Support Services
Vanguard Health Chicago

Many benefits have come from this effort. Vanguard Health Chicago employees have shared improved personal health benefits including weight loss. Many have shared how proud they are to work at a place that puts its mission into action and genuinely cares about them.

Community partnerships have been strengthened and expanded. Working partners like the American Heart Association, Illinois Public Health Institute, and Health Care Without Harm shared tools, resources and their expertise, making the planning and implementation process much easier.

The media campaigns have garnered positive stories depicting the Vanguard Health Chicago system as one that is caring and committed.

Challenges and Lessons Learned

There are four hospitals in the Vanguard Health Chicago system; each with a different organizational style and culture as well as their own set of priorities and challenges. This meant that communication was an essential part of the process. Understanding the nuances of each place was necessary for the success of the effort. One implication of these differences meant developing overall strategies with differing timelines. For example, the food environment was the first place that changes were made at Vanguard MacNeal, the other hospitals are just beginning to make food changes.

Many of the things that were concerns prior to beginning the process turned out to be fairly easy to manage. For example, discussions about revenue losses and backlash from the employees, patients, volunteers and community members were more intense than the actual responses. Yes, there were complaints at every stage of the transformation, but there were not many and they did not last for long. Over time, there has been more vocalized positive feedback and support.

Next Steps

Now that the beverage environment has been transformed, three of the four hospitals will work on changing the food environment. Since the implementation of the program was so quick, tracking systems were not developed. A tracking system was launched in September 2012. The education efforts will be intensified and expanded ensuring that the message of the negative impact of sugary drinks and ways to reduce consumption are emphasized.

Municipal Government: City of Boston, MA

Citing a link between the consumption of sugary beverages and rising obesity rates and healthcare costs, Mayor Thomas M. Menino issued an executive order in April 2011 requiring City departments to take steps within six months to phase out the sale, advertising, and promotion of sugary beverages on city-owned property.

“Now is the time to expand our efforts that began in our public schools and set an example for the city as a whole,” Mayor Menino said, referring to the 2004 ban on soda and junk food in vending machines in Boston Public Schools. “I want to create a civic environment that makes the healthier choice the easier choice in people’s lives, whether it’s schools, worksites, or other places in the community.”

Mayor Menino announced the executive order at a City Hall press conference where he was joined by Boston Public Health Commission officials and leading health and nutrition experts, including Dr. Walter Willett, chairman of the Department of Nutrition at Harvard School of Public Health and Bill Walczak, president of Carney Hospital in Dorchester.

Mayor Menino’s executive order set science-based standards for what’s considered a healthy beverage and what can be sold or served on city property. The policy applies to cafeterias, vending machines, concession

stands, and beverages served at meetings, city-run programs, and events where food is purchased with city dollars. The executive order allowed for a six-month grace period before those affected were required to phase out the sale of so-called “red” beverages, or those loaded with sugar, such as non-diet sodas, pre-sweetened ice teas, refrigerated coffee drinks, energy drinks, juice drinks with added sugar and sports drinks. The order allows for the sale of “yellow” beverages such as diet sodas, diet iced teas, 100 percent juices, low-calorie sports drinks, low-sugar sweetened beverages, sweetened soymilk and flavored, sweetened milk. “Green” beverages, such as bottled water, flavored and unflavored seltzer water, low-fat milk, and unsweetened soymilk continue to be sold. The promotion of “red” beverages on city property through sponsorship agreements with city departments, including banners and advertising panels on vending machines, is prohibited.

Public health employees facilitated educational workshops for city employees and worked with city departments to ensure that the executive order was fully implemented.

Dr. Barbara Ferrer, executive director of the Boston Public Health Commission, said, in the long term, the policy will decrease health care costs for the city and cut into lost productivity. “Economists estimate that medical costs for an obese patient are about 42 percent higher a year than for a patient with a healthy weight.”

School District: Boston Public Schools, Boston, MA

Schools should be seen as critical partners in the effort to address the childhood obesity epidemic. Many students in public schools eat two meals – breakfast and lunch – during the school day, making schools an ideal place to improve nutritional intake. In response to skyrocketing rates of childhood obesity in the city of Boston, Mayor Menino led the nation in 2004 by creating a food and beverage policy for vending machines, snack lines, and a la carte foods sold in the Boston Public Schools. By 2006, sugar-sweetened beverages were removed from all schools, and a new district-wide wellness policy was promulgated to reflect the importance of schools in promoting student health. The policy has been implemented in all of Boston’s 135 schools, affecting the daily choices of about 56,000 students and 9,000 employees.

Healthcare Institution: Codman Square Community Health Center, Boston, MA

In 2010, Codman Square Community Health Center became the first community health center in the nation to go completely sugar-sweetened beverage free. Under the leadership of CEO Bill Walczak, the community health center undertook a number of initiatives to reduce the rates of obesity-related illnesses including diabetes and heart disease. When asked about the consumption of sugary beverages in Boston, CEO Walczak said, “Somebody has to take a stand. And if it isn't the government and health care institutions leading the way to a healthier lifestyle, who's going to do it?”

Municipal Government: Los Angeles County, Los Angeles, CA

In 2006, the Los Angeles County Board of Supervisors voted unanimously to approve a countywide healthy food policy to ensure that employees working for the county enjoy a work environment supportive of healthy eating. The healthy food policy created nutritional standards for foods and beverages sold in vending machines on municipal property as well as for those purchased for county meetings, fundraisers, and events. Now in its sixth year of implementation, the LA County food policy is firmly in place and improves the work environment for 90,000 county employees as well as the members of the public who visit the county’s facilities each day, including its medical facilities, parks, beaches, and social service buildings.

Organizations and Cities That Have Taken Similar Steps

- A network of 10 Boston hospitals announced their commitment to reducing sugar-sweetened beverages and implementing healthy beverage programs in February 2012.
- Over 550 health care clinicians nationwide signed on to a pledge in February 2012 signifying their support for reducing sugar-sweetened beverages and increasing access to public drinking water in health care facilities.
- Carney Hospital in Boston eliminated the sale of sugar-sweetened beverages in April 2011⁶⁵.
- In 2011 New York City restricted the content of vending machines on city property with respect to placement and percentage of sugary drinks.⁶⁶
- San Antonio removed soda from all vending machines in city facilities in 2010.
- San Francisco issued an executive directive removing sugar-sweetened beverages from vending machines in city facilities in 2010.
- In May 2010 the Toronto government management committee voted to ban the sale of soda and energy drinks in 34 sports arenas and 134 community centers throughout the city.
- The Cleveland city council voted in March 2011 to remove all sugar-sweetened drinks from dispensing machines in city facilities, to be replaced with water and 100% juice products.
- The Cleveland Clinic and system affiliates prohibited the sale of sugar-sweetened foods and beverages on all property in summer 2010.

Frequently Asked Questions

Being prepared for tough questions from employees, visitors and the media will help get buy-in and create sustainability for your organization's efforts. Below are some frequently asked questions and common concerns that your organization may encounter when promoting your efforts.

General

Why focus on sugar-sweetened beverages? What about french fries, ice cream, and candy – they are all unhealthy.

Researchers have found significant evidence linking sugar-sweetened beverage consumption to obesity and other health-related issues.⁶⁷ One study found that consumption of sugar-sweetened beverages had a stronger association with being overweight or obese than any other food.⁶⁸ Nearly 10% of Americans' calories come from sugar-sweetened beverages, and these drinks don't fill us up like the calories in solid food. Reduction of consumption of sugary drinks is a straightforward approach to reduce obesity.

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

Education is an important part of any effort to get people to change their behavior, but it is usually ineffective alone. Education is most effective when coupled with other efforts to help people be healthier, such as making healthy options more available, making unhealthy options less available, or increasing the price of unhealthy items.

Education must be accompanied by environment changes where healthy choices are the easy choices. A study conducted in two Boston teaching hospitals indicated that an educational campaign in hospital cafeterias decreased purchases of soda only when it was tied to an increase in the price of the soda.⁶⁹

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

Managing calories consumed in food and beverages and those burned off in physical activity is the key to maintaining a healthy weight. Soda consumption makes it hard to find this balance, because it contains a lot of calories without any nutrients for the body and represents extra calories consumed in addition to a meal or

snack. Practically speaking, in order to burn off the calories in one 20oz soda, an adult would have to walk for over 40 minutes at a moderate pace!

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

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

Health Care

Isn't it wrong for hospitals and other health care institutions to deny patients the food that would provide them comfort in a time of stress? What about the fact that many health care providers rely on the caffeine in soda to stay alert during long shifts?

Health care institutions and providers are on the front lines of the chronic disease burden of the obesity epidemic. Creating a treatment environment that is free of unhealthy beverage exposure should be a priority. Many providers will be willing to sacrifice easier access to sugar-sweetened beverages in an effort to promote patient health. Health care institutions can reserve the right to provide sugar-sweetened beverages to patients in unique situations of need. Finally, it is important to emphasize that individuals can still bring their own soda onto hospital property if they want it.

Community-Based Organizations

How should community-based organizations respond to complaints that limiting sales of sugar-sweetened beverages will damage an important source of revenue for organizations? Guests of these organizations may feel that decreasing sales of these beverages is an unwise move for organizations that already struggle for funding.

The "Maintaining Momentum and Healthy Profits" section (p. 22) of this guide will be an important tool for organizations dealing with this type of criticism. Community-based organizations need to affirm their commitment to the health of their community. Increasing revenue should not come at the cost of the health of an organization's clients or staff, and this is a message that can resonate with community members.

Appendix

Appendix A: Sample Guidelines for Healthy Beverages

We encourage your institution to develop its own guidelines for beverages provided through vending, retail, meetings, and general procurement. Each organization can decide which standards fit. Below are examples of guidelines that can be adapted for your organization's needs.

An example of guidelines for beverage procurement from Health Care Without Harm is available for vendors and distributors: [Request For Proposal \(RFP\) specifications for beverages](#)

The following shall constitute the Healthy Options Beverage Standards:

- Calorically-sweetened beverages with >5g sugar AND diet or other non-calorically sweetened beverages shall comprise no more than 20% of the total beverage offerings.
 - Calorically-sweetened beverages include, but are not limited to calorically sweetened energy drinks and sports drinks, sweetened milk, pre-sweetened tea and coffee drinks, juice with added sugars, any beverages with high-fructose corn syrup, and sweetened water products.
- Fruit and/or vegetable-based beverages sold or distributed shall be composed of no less than 100 percent juice. Where possible, fruit and/or vegetable-based beverage offerings shall not exceed 8 ounces or 150 calories and shall be no salt or low-sodium varieties.
- Milk, soy milk, and other milk substitute offerings shall contain no more than 22 grams of total sugars per 8 ounce serving.
- Beverages will be locally-sourced, sustainably-produced and/or organic when possible
- Beverages will be dispensed by tap or fountain with reusable beverage containers provided and encouraged whenever possible

[Organization name] and its agents will comply with these standards. All staff, contractors, and vendors shall review the policy and standards and may request additional information and training as required. This policy will be reviewed periodically, but at least once every three years from the date of implementation.

The Commonwealth of Massachusetts and the City of New York have the same standards for food purchased and meals prepared by public agencies that serve beverages to clients:

Standards for beverages that are purchased are:

- <25 calories per 8 oz for beverages other than juice or milk, and
- If purchasing juice, require 100% fruit juice.
- Require milk to be 1% or non-fat and < 100 calories per 8 oz.
- Require any fluid milk substitute (e.g. soymilk) be < 100 calories per 8 oz.

The standards for beverages served to adults:

- Meals
 - Recommend portion size limited to < 8 oz per serving for juice.
 - Require water be available at all meals (in addition to other optional beverages). Tap water should be served wherever possible.
- Snacks
 - Require <25 calories per 8 oz for beverages other than 100% juice or milk.

The standards for beverages served to children are:

- When milk is provided, children ages two and older shall only be served milk with 1% or less milk-fat unless milk with a higher fat content is medically required for an individual child, as documented by the child's medical provider. When milk is provided, children ages 12 months to under age 2 should be served whole milk.
- Flavored milk is permitted and required to be <130 calories per serving. Recommend that agencies continue to phase out flavored milk over time.
- Recommend juice not exceed 4 ounces per serving for children in elementary school.

Appendix B: Sample Policy for Beverage Machine Vendors

It is recommended that a written policy be part of your contracts with vendors. For example, all future Request for Proposals (RFPs) can stipulate that vendors will comply with the criteria set forth in the organization's beverage policy. The following language can be adapted and incorporated into vending machine contracts⁷⁰:

HEALTHY BEVERAGE POLICY SPECIFICATIONS

Client has adopted a Healthy Beverage Policy Specifications Sheet ("the Specifications Sheet"), which governs the types of beverages that can be sold on Client property. A copy of the Specifications Sheet is attached as Exhibit A to this agreement. In providing beverage products and services under this agreement, Vendor shall comply with the terms of the Specifications Sheet and shall offer for sale only such products as conform to the requirements set forth in that document.

1.0 Scope of Contract

- 1.1. **Permitted Beverage Products:** "Permitted Beverage Products" are those brand name products of Vendor's that Client and Vendor have mutually identified in writing as conforming to the Specifications Sheet and have selected for sales under the terms and conditions set forth in this agreement. This agreement's Permitted Beverage Products List is attached as Exhibit XXX.
- 1.2. **Revisions to Policy:** Client retains the sole right to revise or delete the Specifications Sheet from time to time during the term of this agreement. If such a revision results in a need to revise the Permitted Beverage Products List, Client and Vendor shall mutually revise the Permitted Beverage Products List and amend this agreement in writing by selecting other brand name products of Vendor's for sale under the terms and conditions set forth in this agreement.
- 1.3. **Adverse Financial Change:** If Vendor can demonstrate that a revision to the Permitted Beverage Products list would materially and adversely affect the financial terms of this agreement, Client and Vendor will endeavor to reach concurrence regarding the potential loss of profitability and will then modify this agreement accordingly. Any impasse or dispute will be resolved in accordance with Section XXX of this agreement.
- 1.4. **Product Substitutions/Manufacturers Brand Change:** This agreement does NOT allow for product substitutions unless Vendor obtains prior written authorization from the Client representative identified in Section XXX of this agreement. If a manufacturer's product or brand change occurs during the course of this agreement, Vendor's representative shall not automatically substitute product. Vendor shall submit product specifications and a sample (on request) for Client's approval prior to any shipment. If the Client accepts the new brand, all other terms, conditions, and prices shall remain in effect.
- 1.5. **Compliance:** Vendor's failure to comply with Section 1 of this agreement shall be deemed a material breach of the agreement, which may subject the agreement to immediate termination at Client's sole discretion or to such other remedies as may be specified in this agreement.

EQUIPMENT

- 2.1. **Energy Efficiency:** All machines provided by Vendor under this agreement shall conserve energy and reduce energy related costs through energy efficiency. To satisfy this requirement, Vendor either can install machines with an Energy Star® label (or equivalent) or can utilize energy-saving devices such as the Vending Miser® or equivalent. Vendor shall incur all costs associated with energy saving machines or devices.
- 2.2. **Vending Machine Equipment:** Vendor shall provide, install and maintain sufficient vending equipment and supplies necessary to facilitate the continued sale of Permitted Beverage Products. Vending machines shall be new or completely reconditioned at the time of installation. No machine shall be installed that does not meet the energy efficiency requirements set forth in Sub Section 2.1. Automatically operated dispensing machines shall be adequately metered with non-reset meters and shall operate on AC-110 volts. The machines shall be double insulated or grounded. All machines shall be equipped with dollar validators and coin-operated mechanisms with change return, slug rejection, and coin-return features.
- 3.0. **LOCATION, REMOVAL, AND ADDITION OF VENDING MACHINES**
- 3.1. As set forth in this agreement, Client and Vendor have mutually determined the initial number of vending machines to be installed by Vendor under this agreement, as well as the location of those machines
- 4.0. **PROMOTION AND ADVERTISING RIGHTS**
- 4.1. No promotion, advertising or merchandising rights of any kind whatsoever are granted to Vendor under this agreement. Vendor shall not display or cause to be displayed any identifying marks connected to its products or services, whether trade/service marked or not, anywhere on Client property except as those identifying marks are or may be applied directly on a product.
- 5.0. **FINANCIAL REPORTS**
- 5.1. **Financial Reports:** Vendor shall provide the Client and the designated contact person of each facility where vending machines are located with an accurate and truthful report detailing the total sales per month generated from all vending machines at each location. This report shall be sent with the monthly commission check and shall specify the calculations Vendor used to determine the commission value, as established.
- 5.2. **Additional Monthly Report:** Vendor also shall provide the Client with an accurate and truthful monthly report for all machines. This report shall detail sales activity per machine and as an aggregate total. Sales activity shall be distinguished between vending machines and direct delivery sales and further broken down by each product item. This report is due by the second week of the following month to: _____ [name of official].

Rethink What You Drink.



GREEN **Drink Plenty**

Water
Seltzer water
Skim or 1% milk



YELLOW **Drink Occasionally**

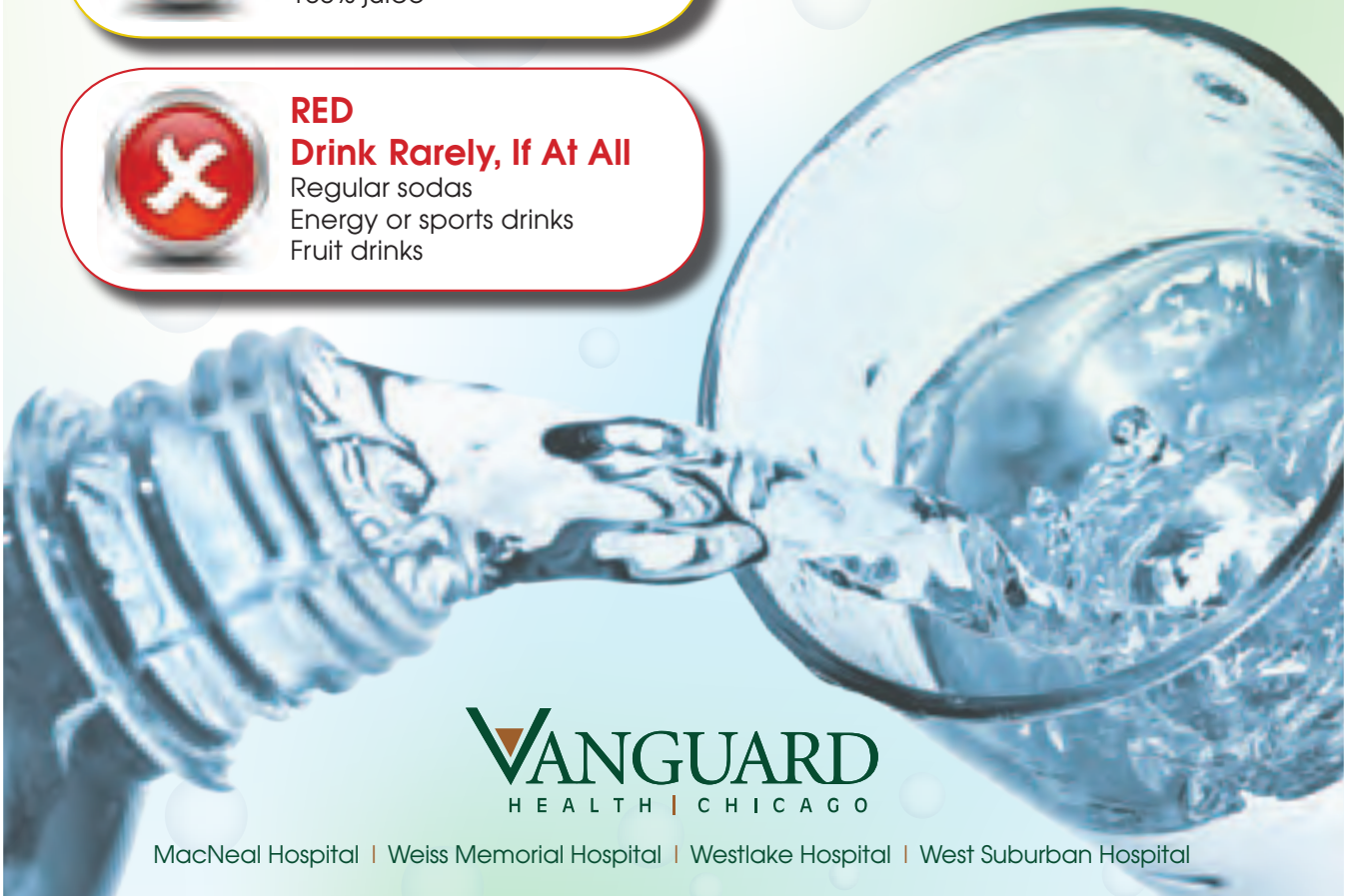
Diet soda
Low-calorie, low-sugar drinks
100% juice



RED **Drink Rarely, If At All**

Regular sodas
Energy or sports drinks
Fruit drinks

Faithful to our mission of helping others achieve **Health for Life**, Vanguard Health Chicago is helping our employees, physicians, patients and visitors make healthier beverage choices. Join us in our journey and start rethinking your drink.



VANGUARD
HEALTH | CHICAGO

MacNeal Hospital | Weiss Memorial Hospital | Westlake Hospital | West Suburban Hospital

A message from the Market President

June 21, 2012

Committed to our Mission



Dates to Remember

- *July 1, 2012 - Start of our Sugar-Free Beverage Environment Initiative*
- *Market-wide beverage taste testing the week of July 9, 2012. Look out for details.*
- *September 28 American Heart Association Heart Walk (downtown)*

Faithful to our mission, “*Health for Life*” we are going to start off our new fiscal year that begins on July 1 demonstrating our commitment to our mission through our actions. You have previously heard that we are moving away from providing and selling sugar-sweetened beverages in all of our facilities and we will be putting this plan in motion starting next month. We have already started increasing our offering of healthier beverage options and will continue to do so until we reach our goal of eliminating sugar-sweetened and artificially sweetened drinks in the coming year. We recognize that our employees, patients and visitors have the right to choose other beverage alternatives and these drinks can be brought into the facilities, we will simply not provide them. In the coming weeks you can expect to see and read more about this initiative.

Also, as active members of the community, Vanguard Health Chicago has partnered with the American Heart Association to serve as a Signature Sponsor of this year’s Heart Walks. I am personally honored to serve as the Event Chair for the Metro Chicago Heart Walks this fall. We have set a goal to raise \$180,000 in lifesaving funds from our Heart Walk team. I am looking for individuals from all sites to sign up as team captains and recruit walkers to our team. Details on Market challenges and fundraising competitions will be forthcoming.

I look forward to walking and living our mission with all of you.

Bill Foley,
Market President



Vanguard Health Chicago is a growing healthcare system, which includes MacNeal Hospital in Berwyn, Weiss Memorial Hospital in Chicago, West Suburban Medical Center in Oak Park, Westlake Hospital in Melrose Park, as well as academic affiliations and partnerships. Vanguard Medical Group deploys over 150 providers across more than 20 locations throughout the Chicago area. We embrace Health for Life – our commitment to creating lifelong relationships by changing the way health and healthcare are delivered in our communities. In everything we do, we ask ourselves “is this helping someone achieve health for life?”

STOP. RETHINK YOUR DRINK. GO ON GREEN.



Red - Drink Rarely, If At All

- Regular sodas
- Energy or sports drinks
- Fruit drinks



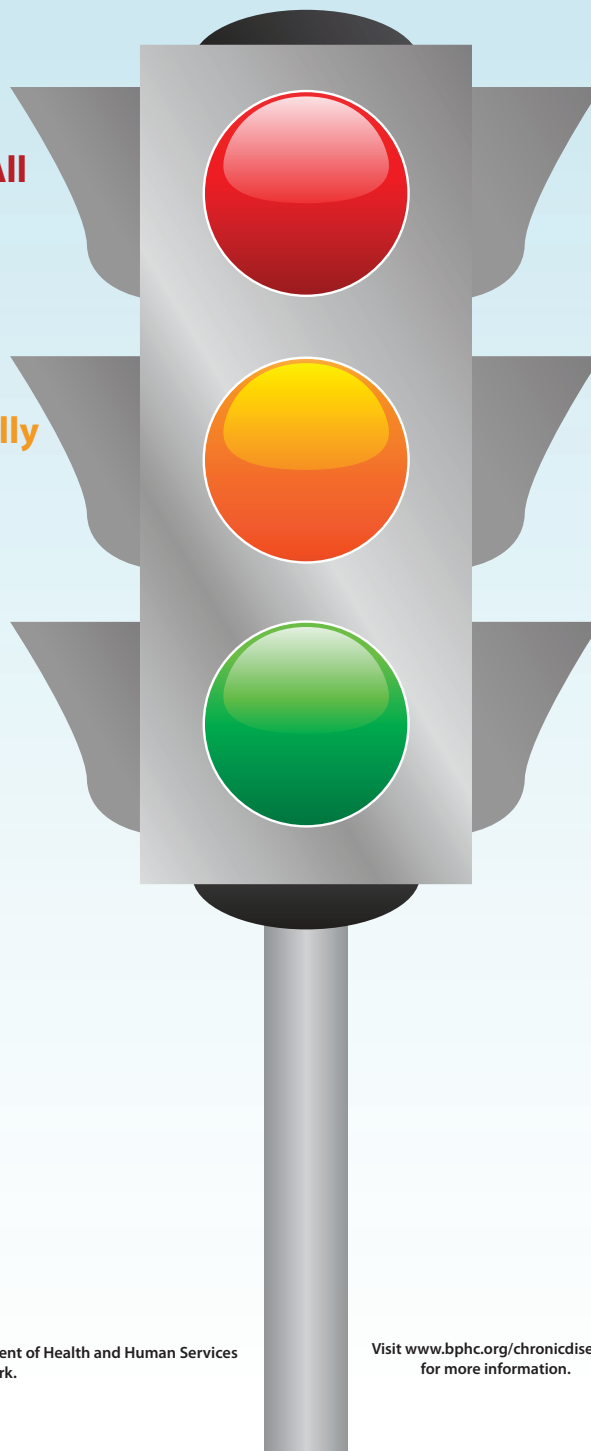
Yellow - Drink Occasionally

- Diet soda
- Low-calorie, low-sugar drinks
- 100% juice



Green - Drink Plenty

- Water
- Seltzer water
- Skim or 1% milk



Building a Healthy Boston
Mayor Thomas M. Menino

Made possible by funding from the US Department of Health and Human Services
through Communities Putting Prevention to Work.

Visit www.bphc.org/chronicdisease
for more information.



Red: Stop and think! Drink rarely, if at all.

Over 12g of sugar per 12 oz

“RED” beverages are high in sugar. Many also have high sodium and/or fat content. Red drinks contain “empty” calories, with little or no nutrients, and can contribute to weight gain and other chronic diseases like Type 2 diabetes and heart disease.

Examples:

- Regular soda
- Energy drinks
- Sports drinks
- Pre-sweetened coffee and tea drinks
- Juice drinks with added sugar
- Whole or 2% milk

Yellow: A better choice. Drink occasionally.

6 to 12g of sugar per 12 oz or contains artificial sweeteners

“YELLOW” beverages have moderate amounts of sugar and sodium, or contain artificial sweeteners. 100% fruit juice and flavored low-fat milk may have more than 12 grams (g) of sugar because they contain natural sugars, but may still be consumed in small portions of 8 oz or less because they contain important nutrients.

Diet and “light” drinks that are artificially sweetened may increase taste preferences for sweet foods and drinks, which contribute to weight gain. Diet drinks can be used as a way to switch from RED choices to GREEN choices.

Examples:

- Diet soda
- Diet iced tea
- 100% fruit juice (*in small portions*)
- Low-calorie sports drinks
- Sweetened soy milk (*in small portions*)
- Flavored 1% milk (*in small portions*)
- Other low-sugar drinks



Green: The healthiest choice! Drink plenty.

0 to 5g of sugar per 12 oz

“GREEN” beverages have no added sugars and artificial sweeteners. These are the healthiest choices, especially tap water. Water hydrates the body, quenches thirst, and supports other bodily functions necessary for overall health. Low-fat milk contains natural sugars and healthy nutrients. It should be consumed in portions that are 8 oz or less.

Examples:

- Water
- Seltzer water
- 1% or skim milk (*in small portions*)
- Unsweetened soy milk (*in small portions*)

Appendix F: Health Care Without Harm Hydrate for Health PowerPoint

This powerpoint presentation and talking points can help make the case for why changes to the beverage environments in health care facilities are important to improve health outcomes.

[Hydrate for Health Presentation](#)

[Hydrate for Health Presentation Talking Points](#)

Appendix G: Sample Healthy Beverage Policy for Health Care Facilities

In the past 30 years, the prevalence of obesity has doubled among U.S. adults, and tripled among children.^{71,72} Now, 1 out of every 3 adults is obese,⁷³ and 1 out of every 5 children is obese. Americans consume about 250–300 more calories per day than they did several decades ago. Nearly half of this increase reflects greater consumption of sugar-sweetened beverages.⁷⁴ Sugar-sweetened beverages contain large amounts of sugar and are largely devoid of nutritional value.

Additionally, the production, consumption and waste associated with sugar-sweetened and bottled beverages have numerous negative environmental consequences. In the U.S., tap water has been proven to be just as safe, or safer, than bottled water.

Individual eating habits are largely influenced by accessibility, time constraints, and costs in one's daily environment. As places of healing, health care facilities have a moral imperative to provide food and beverages that are healthy for patients, staff, and the communities they serve. One of the first steps to providing such an environment is to promote healthy beverages within our facilities.

I. POLICY

In an effort to promote a healthy environment for patients, staff, and visitors, and to serve as a model of health promotion, a minimum of 80% of all beverages purchased for provision on , __ (name of healthcare institution)_ hospital grounds will be Healthy Beverages, as defined below. Additionally, by promoting a publicly-owned water infrastructure, __ (name of healthcare institution)__ is supporting every person's right to clean and safe water, and is encouraging consumption of the healthiest beverage alternative: water. This policy commences on __date__.

II. PURPOSE

This policy will provide guidance for our dining services, purchasing staff, and outside vendors on purchasing and marketing practices that promote a Healthy Beverage environment in our facilities.

III. SCOPE OF POLICY

This policy pertains to any and all beverages offered on hospital grounds that include but are not limited to retail (cafeteria), vending, catering, patient services, and onsite contract venues.

- This policy excludes any beverage prescribed by a patients' Medical Doctor or recommended by a Registered Dietitian.
- Employees and visitors will continue to have personal choice of any beverages they chose to purchase outside of the hospital and bring into the hospital (consistent with any existing environmental health and safety regulations).

IV. DEFINITIONS

1. Healthy Beverages

Healthy beverages have no added natural or artificial sweeteners. Beverages should be locally-sourced, sustainably produced and organic when possible. Beverages should be dispensed by tap or fountain AND reusable beverage containers encouraged when possible. Examples are as follows:

- Water (filtered tap, unsweetened, 100% fruit-infused, seltzer, or flavored)
- 100% fruit juice (optimal 4oz serving)
- 100% vegetable juice (optimal sodium less than 140 mg)*
- Milk (unflavored AND Certified Organic or rBGH-free); Non-dairy milk alternatives (unsweetened)
- Teas and Coffee (unsweetened with only naturally-occurring caffeine)

*Fruit Juice. While 100% fruit juice offers nutritional benefits not found in most sugar-sweetened beverages consuming naturally sweetened beverages still contributes to overall daily caloric intake. Fruit juice lacks the fiber content found in the whole food causing a larger increase in blood sugar levels. Studies have shown decreased satiety and increased calorie consumption throughout the day as a result of consuming beverages instead of the whole food. As part of a healthy beverage program, efforts will be made to offer these beverages in smaller 4 oz serving sizes.

2. Sugar-sweetened beverages (SSBs)

Sugar-sweetened beverages (SSBs) include all sodas/pops, fruit drinks, sport drinks, low-calorie drinks, and other beverages that contain added caloric sweeteners, such as sweetened tea, rice drinks, bean beverages, sugar cane beverages, horchata, and nonalcoholic wines/malt beverages.

Examples of SSBs are:

- Sports drinks, including all beverages marked for rehydration for athletes.
- Fruit drinks, including all fruit drinks, fruit juices, and fruit nectars with added sugar.
- Sodas, including all carbonated beverages with added sugar.
- Sweetened milk.

3. Diet and Artificially-Sweetened Beverages

Diet beverages do not contain the sugar or calories that regular sugar-sweetened beverages do, but they are still not considered a healthy drink alternative. Diet sodas, like regular sodas, provide no nutritive value and also contain caffeine and phosphoric acid, a combination that increases the risk of bone loss.⁷³ Diet beverages have a sweeter taste than sugar-sweetened beverages, so over time taste buds have been shown to increase preference for sweet drinks and sweet foods.⁷⁴ Emerging research has indicated a potential link between diet beverage consumption and the development of metabolic syndrome and type 2 diabetes.⁷⁵

V. GUIDELINES

1. Responsibilities

a) Purchasing Department

In an effort to reach the target goal of 80% or more Healthy Beverage offerings, personnel involved in purchasing decisions shall adhere to the guidelines set forth in this policy when making purchasing decisions. The department will participate in establishing strategies to reach the target goal in all five food service areas: retail (cafeteria), vending, catering, patient services, and onsite contract venues.

b) Food/Dining Services

The Food Service Director will direct staff to track beverage sales or purchasing data, to monitor adherence to the policy and to share progress on meeting policy goals internally and externally. Progress will be shared via traditional hospital communication outlets, including but not limited to: newsletters, email, website, and on-campus signage. The Food Service Director will be responsible for orienting Food and Dining Services staff to this policy in order to inform appropriate personnel on how to educate and inform hospital staff, visitors, and patients when questions arise.

c) Department Managers/End Users

The individuals in the various departments including central services, clinical staff, facilities, and other departments must work with purchasing and the Food Service Director to implement this policy and to develop effective employee communication.

2. Implementation Guidelines

a) Form a Healthy Beverage Task Force.

- A Healthy Beverage Task Force will be formed in order to implement the Healthy Beverage Policy. The Task Force will include but is not limited to representatives from: Purchasing, Food Services, Senior Management, and Human Resources.
- The Healthy Beverage Task Force will establish strategies for increasing the proportion of Healthy Beverage offerings in the five food service areas: retail (cafeteria), vending, catering, patient services, and onsite contract venues. Strategies include but are not limited to:
 - eliminating advertising and reducing provision of sugar-sweetened and artificially-sweetened beverages
 - increasing access to healthy beverage options
 - product placement and pricing structure shifts that promote healthy beverages purchasing

b) Communicate with Beverage Vendors and On-site Contracted Venues

- The Healthy Beverage Task Force will communicate with current beverage vendors and on-site contracted venues the pre-established beverage selection, promotional and signage restrictions, and placement specifications created by this Task Force. The Task Force will also request voluntary compliance with this policy.
- In periods when contracts are being renewed or when negotiating new contracts, contract language will reflect the beverage selection criteria and placement specifications created by the Healthy Beverage Task Force. Only vendors who are willing to comply with these guidelines will be selected.

c) Promote Tap Water

- Tap water will be promoted as the optimal beverage by increasing access through the addition of fruit- and herb-infused water stations and filtered water stations.
- Bottled water will not be promoted as an alternative to tap water.
- Signage shall be clear and indicate the availability of tap water.
- Education to staff and visitors will be provided yearly on the benefits of tap water versus bottled water

3. Implementation timeline

- Formation of Healthy Beverage Task Force
- Conduct baseline assessment of beverage purchasing patterns
- Creation of healthy beverage strategies for all five food service areas, relying on the baseline data.
- Inform vendors of Healthy Beverage policy, and altering contracts, as needed.

- Dissemination of a facility-wide memo prior to policy implementation via the hospital CEO, notifying staff of the commencement date of the SSB policy and the alignment of the Initiative with the hospital mission to promote health
- Commencement of policy on __date__.
- Assessment of the hospital's beverage purchasing patterns at quarterly intervals.
- Provision of ongoing education on the benefits of drinking tap water and Healthy Beverages.

VI. DECLARATION

__(name of healthcare institution)_____ adheres to this policy to offer Healthy Beverages as at least 80% of offerings, and to promote the health of employees, patients, and visitors.

__(signed by the institution CEO)_____

Appendix H: Sample Healthy Beverage Policy for Health Care Patient Services Department

POLICY STATEMENT

In an effort to promote a healthy environment for patients, staff, and visitors , and to serve as a model of health promotion, __(name of health care facility)_____ will implement a plan to reduce the provision of sugar-sweetened beverages (SSB) from their Patient Services Department and ultimately eliminate SSB's from delivery on their patient tray line.

Purpose

To model healthy beverage choices and improve the health of patients under the care of __(name of health care facility)_____

Rationale

Between 1980 and 2008, obesity prevalence among US adults has doubled ^{76,77} and now one out of every three adults is obese.⁷⁸ Americans consume about 250–300 more daily calories today than they did several decades ago. Nearly half of this increase reflects greater consumption of sugar-sweetened beverages.⁷⁹ Sugar-sweetened beverages* contain large amounts of sugar and are largely devoid of nutritional value. Health care facilities have a moral imperative to provide food and beverages that are healthy for patients, staff, and communities they serve.

Scope of Policy

This policy pertains to any and all beverages offered to patients to include but not limited to, facility provided meal trays, nourishments/snacks. This policy excludes any sugar-sweetened beverage prescribed by the patients' Medical Doctor or recommended by a Registered Dietitian. Employees and visitors will continue to have personal choice of any beverages they choose to purchase outside of the hospital and bring into the hospital (consistent with any existing environmental health and safety regulations).

*Defining Sugar-Sweetened Beverage

Sugar-sweetened beverages are those that contain caloric sweeteners and include soft drinks ("soda" or "pop"), fruit drinks, sports drinks, tea and coffee drinks, energy drinks, sweetened milk or milk alternatives, and any other beverages to which sugar, typically high fructose corn syrup or sucrose (table sugar), has been added.⁸⁰ Sugar-sweetened beverages may also be referred to as sugary drinks or sugar-loaded drinks.

Healthy Beverage Policy Guidelines

1. Establish an unsweetened beverage policy with vendors.
 - Vendors will be contacted and provided information regarding __(health care facility name)_____ unsweetened beverage position. A request for the specifications and cost of alternative beverage items will be requested from vendors.
2. Promote Tap Water.
 - Bottled water will not be promoted as an alternative to water fountains and/or water dispensers and cups will be readily available.
3. Signage shall be clear and indicate availability of access to water.
4. Create an implementation timeline
 - Prior to initiation, an assessment of baseline beverage purchasing patterns will be conducted over a one week period.

- A facility wide memo will be disseminated throughout the facility prior to policy implementation via the hospital CEO notifying staff of the date SSBs will be removed from patient trays and nourishments/snacks.
- Sugar-sweetened beverages will be removed from patient menus and only served on patient trays, nourishment/snacks, and medical pass provision with a Medical Doctor prescription or Registered Dietitian recommendation.
- Six months after the policy has been implemented, assess current beverage purchasing patterns over a one week period.
- A summary of our SSB policy will be available to the public via our facility website and/or posted in a publicly visible area within the facility.

Signed by Hospital CEO.

Additional Resources

- To learn more about the negative health impact of sugar-sweetened beverages and environmental strategies to reduce consumption visit the Illinois Public Health Institute website: www.iphionline.org/rethinkyourdrinksymposium
- To learn more about implementing a healthy beverage program or contact a Regional Healthy Food in Health Care organizer with Health Care Without Harm, visit the website: www.healthyfoodinhealthcare.org
 - [Hydrate for Health: A Call for Healthy Beverages in Health Care](#)
 - Contact the [Illinois Public Health Institute](#)
- American Heart Association: [Frequently asked Questions About Sugar](#)
- Centers for Disease Control and Prevention (CDC) : [Rethink your Drink](#)
- Public Health Law Center: www.publichealthlawcenter.org
- Yale Rudd Center for Obesity: www.yaleruddcenter.org
- Center for Science in the Public Interest: [Life's Sweeter Campaign](#)
- Food & Water Watch: www.foodandwaterwatch.org
- Corporate Accountability International: www.stopcorporateabuse.org
- Environmental Protection Agency: [Ground Water and Drinking Water](#)
- California Center For Public Health Advocacy: [Kick the Can](#)

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