

# WorkWell Solutions



## WorkWell for Healthy Eating Toolkit

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## WorkWell

WorkWell is a reliable workplace wellness management system, designed for employers in the Bay of Plenty and Lakes District Health Board regions, and underpinned by a comprehensive accreditation framework. A wellness management system provides a way to put in place simple and effective strategies for managing employee wellbeing by focusing on the impact of the working environment and organisational systems.

Aligning a wellness management system to accreditation criteria provides quality assurance for employees, suppliers, customers and the wider community that a high standard of workplace wellness is achieved, and provides a structured framework for progression.

WorkWell has been based on the best international accreditation schemes and adapted to meet the needs of New Zealand businesses. WorkWell takes the requirements of an effective wellness management system and breaks the implementation of these down into three accreditation standards: Bronze, Silver and Gold.

Through WorkWell, employers can address a wide range of wellness areas and ensure that their organisational culture supports the adoption of attitudes and behaviours that will encourage wellbeing in their employees.

## WorkWell for healthy eating

The purpose of this toolkit is to provide you with the 'know how' to fine tune your work environment and improve healthy eating as a specific issue in your workplace. Regardless of the industry or size of your workplace, you can implement a reliable WorkWell healthy eating programme, step by logical step.

The toolkit can be used by:

- Organisations who have registered for WorkWell, are working towards accreditation at either the Bronze, Silver or Gold levels, and have identified healthy eating to be a priority within their workplace.
- Organisations who have not registered for WorkWell Accreditation but would like to address healthy eating as a specific area for improvement within their workplace.

If you are participating in WorkWell Accreditation, you will have already completed the WorkWell Organisational Profile Tool and Staff Survey, and will have identified healthy eating as a priority area for your organisation. By following the steps in this toolkit, and capturing evidence of work undertaken for your portfolio as you go along, you will address healthy eating in a systematic way and meet the requirements of WorkWell Accreditation.

If you have any questions or would like to speak to a WorkWell Advisor, please contact us on 0800 221 555.

## Why healthy eating in the workplace?

Diseases associated with poor nutrition are an increasing cause of preventable disability and death in New Zealand. Approximately 11,000 deaths per year are linked to nutrition related risk factors such as high cholesterol, obesity, poor fruit and vegetable intake, and high blood pressure. An estimated eight to nine thousand of these are likely to be due to dietary issues alone.<sup>1</sup>

An average adult will spend approximately 60% of their waking hours at work, and will consume about a third of their daily food intake in the time that they are there.<sup>2</sup>

Many factors within the worksite can impact on food consumption, including the availability of different food options, working conditions, and the dietary habits of workmates. Because of this, the workplace is also an ideal avenue for the promotion of positive healthy eating messages.

Existing communication channels and social networks can be used to generate interest and encouragement amongst the workforce, and on-site food services can be reviewed to ensure healthy food options are available.

Knowledge and skills gained in relation to healthy eating in the workplace can also be transferred through to family members at home, improving the health of the wider community and reducing the need for employees to take domestic or sick leave.<sup>3</sup>

- In the 2006/2007 New Zealand Health Survey, one in seven New Zealand adults reported that they currently take medication for high blood pressure, and one in 12 for high cholesterol.<sup>4</sup>
- One in three adults were reported to be overweight, and one in four obese.<sup>5</sup>
- Only 68% of New Zealand adults are reported to meet the recommended daily intake of vegetables, and only 55% the daily intake of fruit.<sup>6</sup>

### Key healthy eating messages

- Eat a variety of nutritious foods
- Eat less fatty, salty, sugary foods
- Eat more vegetables and fruits
- Aim to maintain a healthy weight throughout life
- Promote and foster the development of environments that support healthy lifestyles

## Getting started

The first step to addressing healthy eating in your workplace is to establish a group to drive the programme forward. If you are working towards accreditation, you will already have your WorkWell Group in place for this.

The group can be created from scratch or added to an existing committee, like Health and Safety. If an existing group is used, you will need to make sure that the committee has enough time allocated to work on your healthy eating programme.

### Membership

Representation on the group should reflect all levels of the organisation to ensure commitment and to provide an integrated approach. This may include management, administration, health and safety, union and employee association representatives, human resources and employees. It is important to involve all key players within the organisation, and to ensure representative voice in the planning, implementation and evaluation of the programme.

The role of the group is to lead the healthy eating programme and make things happen. Roles include communicating with key players, encouraging participation, ensuring that the initiatives delivered reflect the needs of employees throughout the organisation and ensuring that the programme is sustained over time. The group is responsible for the overall effectiveness, and provides co-ordination of the healthy eating programme.

A healthy eating programme, as with all aspects of WorkWell, is based on a process of continuous improvement.

To ensure that the healthy eating programme is effective and sustainable, a multi-level approach is essential. A multi-level approach would include:

- Organisational - changes to ensure that the organisation's policies and practices support behaviour change. This could include legislation, regulations, formal and informal rules, as well as standards of practice.
- Environmental - changes to physical and social environments that make the healthy choice the easy choice.
- Individual - motivating change in individual employee behaviour by increasing knowledge and influencing attitudes or challenging beliefs.

Before getting started on the healthy eating programme, the group should draw up terms of reference, with clear objectives and a shared vision, to ensure that this approach is adopted.

In line with this, the group facilitates the following steps:

- Step 1 Gain management commitment and identify key players
- Step 2 Gather and analyse baseline data
- Step 3 Develop an action and evaluation plan
- Step 4 Implement the plan and maintain the momentum
- Step 5 Evaluate progress and advance to the next level



## Step 1 Gain management commitment and identify key players

### Gain senior management commitment

Establishing commitment from senior management is essential to the success of your healthy eating programme.

If you are working towards WorkWell Accreditation, you will already have the results of the WorkWell Organisational Profile Tool and Staff Survey and these should have been presented to the management team.

If you are not working towards accreditation, you may need to think about preparing and presenting a business case to justify your reasoning for implementing a healthy eating programme. Before going ahead with the programme, your management team need to have agreed in principle to it being implemented in your workplace. Without this commitment, there is little value in progressing.

### Identify key players

It is important to get key players on side. They need to be sold on the idea of a healthy eating programme and share your vision for a healthy working environment before you can go any further. Who are the key players?

#### Management and business owners

Make sure that all senior managers and leaders are supportive and prepared to:

- Invest in a healthy eating programme
- Develop the policies required to support a healthy eating programme
- Address the healthy eating issues identified by employees and focus on priority areas
- Regularly promote healthy eating activities and demonstrate leadership through participation
- Provide adequate resources (time, employee participation, materials and budget)
- Assume accountability for achieving outcomes

#### Employees

Remember that a healthy eating programme is centred on the health and wellbeing of employees – their willingness to participate is vital. Employees will be one of your main drivers for the programme.

#### Potential stakeholders and partners

Various people can influence how you proceed with the healthy eating programme, including food distributors, catering companies and/or food service providers.

In addition, a variety of organisations and professionals can provide advice, support and resources for your healthy eating programme (see Who can help and Tools). These potential stakeholders and partners should be considered in the early stages of planning your programme.

### Step 1 actions

- Justify the reasons for implementing a healthy eating programme by presenting the results from the WorkWell Organisational Profile Tool and Staff Survey (if you are working towards WorkWell Accreditation), or your business case to senior management.
- Gain senior management commitment.
- Identify all internal key players.
- Identify potential external stakeholders and partners.
- If you are working towards WorkWell Accreditation, collect the information required for your portfolio.

It is important to build your portfolio, capturing evidence of all work undertaken.

This will be required if you are applying for WorkWell Accreditation.

## Step 2 Gather and analyse baseline data

Establishing baseline data will not only help you identify areas to action, it will also enable you to measure any improvements in the future. Getting the baseline data right is important so that you can develop a healthy eating programme that will meet your needs.

If you are working towards WorkWell Accreditation, the WorkWell Organisational Profile Tool and Staff Survey you have already completed will provide you with much of this information. If you have not completed these tools, you will want to survey your employees to obtain this information.

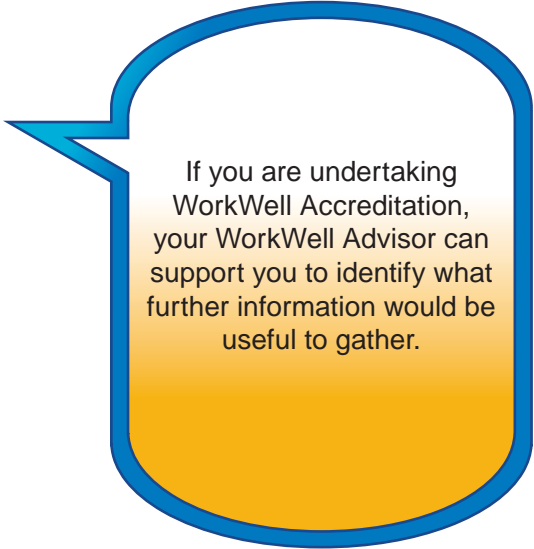
Your healthy eating programme should naturally be based on the analysis of this data. You may also have, or wish to gather, additional healthy eating information. This may include further information about your environment, food provision facilities, and other services already available which address healthy eating.

Remember, for the healthy eating programme to be successful, it has to reflect what employees themselves consider important. Gathering further information is also a great way to raise awareness for healthy eating and engage employees while creating commitment and buy in.

Your group should decide what further information is required.

### Step 2 actions

- Collate the healthy eating sections of the WorkWell Organisational Profile Tool and Staff Survey results (if you have completed this for accreditation) or the results of your survey (if you have not) and include any additional data deemed relevant by the group.
- Gather any further baseline data required.
- As a group, analyse the baseline data and make considerations around what is already in place and where there are gaps/potential areas to develop.
- If you are working towards WorkWell Accreditation, collect the information required for your portfolio.



If you are undertaking WorkWell Accreditation, your WorkWell Advisor can support you to identify what further information would be useful to gather.

## Step 3 Develop the healthy eating action and evaluation plan

If you are working towards WorkWell Accreditation, the healthy eating action and evaluation plan will form one component of your overall WorkWell Action and Evaluation Plan. You will not need to develop separate plans for each of your priority areas, but you will need to ensure that you have planned your healthy eating activities as a component of your approach, and that you have mapped how you intend to evaluate the effectiveness of these.

Regardless of whether you are working towards WorkWell Accreditation or addressing healthy eating as an issue on its own, you will need to plan out your actions and evaluation strategies. Use the information you have gathered through analysing your baseline data, considering what you already have in place and your potential areas for improvement to achieve this.

### Developing the action plan

The action plan includes:

- **Goal** – What does your workplace want to achieve? Your goal should be linked to the vision of your group.
- **Objectives** – What are the steps or milestones you need to work through to achieve your goal? Be sure to have objectives that are SMART (specific, measurable, achievable, realistic and time framed).
- **Activities** – What initiatives or activities will you introduce? Are they known to work? Will they be acceptable to staff and will everyone have the opportunity to benefit?
- **Responsibility** – Allocation of tasks. Who will be responsible for the monitoring and achievement of each objective?
- **Resources** – What resources will be required for each initiative or activity? Remember to include staff work time as a resource in these figures, as well as materials, outsourced services and funding.
- **Timeframes** – When will each objective need to be achieved by? Be realistic in the timeframes you set and space these out appropriately.

***If you have registered for WorkWell Accreditation, your WorkWell Advisor can support your group to develop your action and evaluation plan.***

### Developing the evaluation plan

The evaluation aspect of the plan is essential in setting up and maintaining the programme – you need to do this regardless of your workplace size or the type of initiatives put in place. Without any evaluation, it will be difficult to determine whether gains have been made and whether these have come about as a result of your initiatives.

The evaluation plan includes:

- **Measures** - How will you be able to tell if your objective has been achieved or is successful?
- **Evaluation method** - How will you measure it? Focus groups, participation rates and satisfaction surveys can be useful for measuring specific activities.
- **Timeframes** - When will you measure or review the objective?
- **Responsibility** - Who will be responsible for the evaluation?
- **Deliverables** - How will this be reported and to whom?

### Communication strategies to support the action and evaluation plan

Effective communication is vital at every step of the process. Communication is also an important aspect of promoting your healthy eating activities and will enhance ongoing engagement, support and commitment. The group needs to provide regular updates to employees and managers, and receive informal feedback and suggestions.

You will need to monitor your communication methods to ensure they are effective. By that we mean check that the messages reach everybody and that they understand them.

Using multiple communication channels is the best way to gain the coverage you need. Just be careful not to bombard everyone or it will have the opposite effect! Keep your communications under control by evaluating their effectiveness with staff and taking a planned approach.

See Tools for:

- WorkWell Action and Evaluation Plan Template
- Sample Action and Evaluation Plan (Healthy Eating)
- Communication Guidelines

### What should be included in the action and evaluation plan?

An effective healthy eating programme should be based on the needs of the employees and should focus on sustainable strategies.

To ensure that your healthy eating programme is effective and sustainable, remember that you should be taking a multi-level approach, considering organisational, environmental and individual factors.

Although the majority of factors that contribute to employee wellness are lifestyle issues, the organisation's policies, practices and environment influence individual wellness by helping to support and maintain long-term behaviour change.

Organisational and environmental changes are essential to sustain any health and wellbeing improvement in the workplace. For this reason, the greatest emphasis should be placed on these areas.

## Organisational change

Organisational change ensures that the organisation's policies and practices support positive behaviour change. This could include legislation, regulations, formal and informal rules, as well as standards of practice. Policies can support healthy eating behaviours and lead to increased healthy eating.

### Policy development

A policy is a plan, course, or method of action that has been deliberately chosen and that guides or influences the future decisions of an organisation. Health and wellbeing policies relate to key issues and show commitment to building an organisational culture that supports health. In terms of promoting health and wellbeing, policies should make it easier to choose healthier options and more difficult to choose less healthy ones.

Policy decisions should be made with the people who enact the policy (e.g. vendors, food service providers, caterers) and those most affected by the decisions (e.g. employees). Employees are more likely to support key issues when they are consulted about them.

If you are working towards accreditation, remember that developing a healthy eating policy is a compulsory part of the WorkWell Accreditation criteria.

### Policy format

The healthy eating policy should be in written form to remove any ambiguity. It should be written in a concise and understandable format with any definitions explained.

The policy should be in accord with other policies and procedures, for example Health and Safety policy.

### How to develop a healthy eating policy

#### *Ensure senior management support and commitment*

Evidence suggests that senior management support and commitment is essential to the successful development and implementation of a healthy eating policy.

A healthy eating policy should be established with consultation from representatives in all areas of the organisation (the group could be responsible for consulting with all interested parties and producing a draft policy based on identified needs).

The group should also provide recommendations to senior management around how the policy should be implemented, any training required and how the monitoring and reviewing of the policy should be conducted.

A policy steward should be appointed to the healthy eating policy to oversee monitoring and review processes.

#### *Develop and agree through consultation*

Consulting with everyone who will be affected by the healthy eating policy is an essential process in policy development. Research clearly shows that a policy is less effective if this does not take place.

It is important that the consultation process takes people's views into account. In doing this, the policy group is given an indication of what support, or opposition, the new policy can expect. This also ensures that those who have been consulted with are aware that their views have been considered and included as appropriate.

### What does the policy contain?

- **Statement of intent** - A healthy eating policy needs to include a statement of intent by the employer outlining the aims or purpose of the policy.
- **Rationale** - The reason for the healthy eating policy should be identified.
- **Objectives** - The objectives of the policy need to be clearly stated.
- **Date** - The date that the policy is to take effect should be identified.
- **Policy content** - The policy should be a concise document that is explicit and unambiguous. It should outline what is expected of everyone involved in the organisation including contractors and visitors.
- **Health and safety obligations** - Any health and safety benefits should be outlined (and/or provide a link to related policies), as should the requirements to conform to New Zealand legislation and workplace regulations.
- **Support** - The policy could state what support is available to employees. It could, if applicable, include a list of support agencies.
- **Accountability** - To ensure that the policy is developed and fully implemented, it is essential to identify who has accountability and ownership of the process.
- **Monitor and review** - It is important to identify monitoring processes to ensure the policy is effective. This includes record keeping, uptake of support services, feedback from staff and an indication of who has responsibility. The process and timetable that will be adopted for evaluation and review of the policy should be detailed.

### Implementing the healthy eating policy

#### *Training*

Managers should be provided training on how to implement and manage the policy. This should include practical operational details, how to handle conflict, and how to monitor the policy. This information should then be filtered through the managers to ensure that all employees are fully briefed.

#### *Publicity*

Before the policy is implemented, all necessary protocols need to be in place and all employees should have received communication about and understand the purpose of the policy. This is vital in the policy's success. Ensure all employees receive a copy of the policy with details of how to obtain further information or support if necessary.

## *Monitoring and review*

Remember to monitor and review the policy on a regular basis so it remains effective and up-to-date. Scheduling this review on an annual or bi-annual basis is ideal.

Examples of organisational changes to improve healthy eating could include:

- Developing a healthy eating policy (this is compulsory if you are working towards WorkWell Accreditation).
- Considering other healthy eating related policies that could be developed or incorporated into the overall healthy eating policy e.g.
  - Vending machine policies
  - Food provision policies
  - Water policies
  - Catering policies
  - Food safety policies
  - Fundraising and sponsorship policies etc.
- Asking employees what they think about healthy eating and vending – carrying out a survey or getting a group together to discuss thoughts so you can learn about and benefit from employees' good ideas.
- Ensuring that your employees have adequate time in their work schedules to eat, and encouraging them to take meal breaks.
- Encouraging a positive attitude amongst employees by making public statements about your workplace's support for healthy eating.
- Encouraging managers to show support by modelling positive behaviours.

See Tools for:

- Sample Healthy Eating Policy

## **Environmental change**

In a supportive environment, workers feel that their employer supports them with encouragement, opportunity and rewards for healthy lifestyles. The spirit that results from this is highly contagious. Workers who feel cared for are naturally more loyal and constructive.

Our environment plays a large role in how we make decisions. For example, in relation to healthy eating, it is difficult to eat a healthy lunch when the only food options available have very high sugar, salt or fat content.

Environmental change to improve healthy eating relates to physical and social environments that make the healthy choice the easy choice. This includes surroundings and conditions which foster and support healthy eating.

To ensure that environmental changes are embedded it is strongly recommended that they are incorporated into the healthy eating policy.

Examples of environmental changes to improve healthy eating could include:

- Ensuring that healthy food (including fruit and vegetables) and drink options are available at the cafeteria, in vending machines and snack boxes, and that these are competitively priced and of a reasonable, healthy portion size.
- Ensuring that safe drinking water and a low-fat milk option are provided.
- Providing a clean, well-equipped kitchen (including refrigerator, microwave, toaster, sandwich press etc) and dining area to encourage employees to bring their own food, prepare and eat healthy meals and snacks.
- Chilly bins.
- Considering the provision of drink bottles if your staff work outside or are away from the office a lot.
- Allowing a reasonable amount of time for employees to eat.
- Organising for a local vendor/shop to deliver healthy food options.
- Ensuring healthy food and beverage options are available over all hours of operation.
- Including healthy food options when catering for meetings, functions, work shouts and fundraisers.
- Displaying healthy eating messages throughout the workplace.

See Tools for:

- Guidelines for workplace vending machines
- Guidelines for snack boxes
- Food ideas for work meetings
- Drinking water guidelines

## Individual change

Individual change focuses on motivating change in individual employee behaviour by increasing knowledge and influencing attitudes or challenging beliefs. This includes awareness raising activities that give employees the information they need to make healthy food choices, and skill building activities that teach people how to get actively involved in changing their eating habits.

Examples of individual changes to improve healthy eating could include:

- Providing a bulletin board or resource area where employees can pick up nutrition information.
- Including articles in the company newsletter about the benefits of healthy eating.
- Displaying posters, leaflets and booklets.
- Providing nutrition tips.
- Providing healthy eating workshops.
- Offering cooking classes.
- Encouraging individual goal setting to increase the consumption of healthy food choices.

See Tools for:

- Healthy eating posters, booklets, leaflets and other supporting resources

See 'Who can help' for information on people and organisations that can assist you.

## WorkWell for healthy eating minimum accreditation level

If you want to achieve WorkWell Accreditation, the minimum accreditation level for healthy eating requires that the following be addressed:

	CRITERIA	REQUIREMENTS	PORTFOLIO EVIDENCE
Organisational change	Develop a written policy that supports and promotes healthy eating among all staff.	<p>The policy should clearly identify the ways in which it will promote and support healthy eating. This should include an organisational, environmental and individual healthy eating focus.</p> <p>The policy should incorporate all aspects of the 'how to develop an effective healthy eating policy' in this resource.</p> <p>Staff should be consulted in the development of the policy.</p> <p>The policy should be signed and dated by the head of the organisation and include a date for review.</p>	<p>Copy of the signed healthy eating policy.</p> <p>Evidence of consultation with staff.</p>

The group should not be limited by these activities and could include others as identified in the organisational profile tool or staff survey, or through extra suggestions from employees.

You can also use the Impact Matrix Template to double check that you are planning activities that will have the greatest impact within the resources you have available.

In addition, you can use ideas in the organisational, environmental and individual sections of this resource. You can also access support and ideas from the Who can help and Tools sections. There are a variety of healthy eating resources available which you may wish to use to support your activities.

***Remember you don't need to do everything at once!***

### Step 3 actions

- Access support and ideas for your programme from the Who can help and Tools sections.
- Create the action and evaluation plan using the WorkWell Action and Evaluation Plan Template (note that if you are working towards WorkWell Accreditation, this will involve writing up your healthy eating actions and evaluation strategies within your overall WorkWell Action and Evaluation Plan, rather than the creation of a separate plan).
- Confirm commitment from senior management to proceed with the healthy eating programme.
- Negotiate required resources.
- If you are working towards WorkWell Accreditation, collect the information required for your portfolio.



## Step 4 Implement the plan and maintain the momentum

### Implement the plan

You will now be gaining momentum with the approval of your action and evaluation plan, whether this is specifically in the area of healthy eating or as a part of your comprehensive WorkWell Action and Evaluation Plan. The next step is to launch your plan to the rest of the organisation and generate excitement! The method for doing this will have been identified within your action and evaluation plan.

The group has the responsibility for overall co-ordination of the action and evaluation plan. The group must ensure that everyone is clear on roles and responsibilities for all aspects of the plan and monitor its progress.

As your plan unfolds, make sure you celebrate milestones and openly acknowledge the contributions of the group. This will keep group members and the rest of staff motivated and engaged.

### Documentation

Be sure to document all of the events/activities associated with the action plan that you implement. This is essential if you are working towards WorkWell Accreditation, as it will provide evidence for your accreditation portfolio. For example:

- Consultation with staff
- New policies
- Change in canteen menus (previous and new menus)
- Evidence of awareness or promotion campaigns (summaries, photos, resources used)

### Maintain the momentum

At this stage it's all about keeping things on track. Remember to stick to the plan as much as possible and monitor and review your progress regularly. The key things to keep in mind are accountability and results. Ensure that all of the events/activities associated with the action and evaluation plan have been documented and that relevant evidence has been gathered. Good administration and programme co-ordination are important to success.

The group should decide how regularly they require meetings to monitor and review progress. This would include discussing whether strategies and steps were started and/or completed on the specified dates, and whether employees are motivated to participate in the programme activities.

Also discuss any obstacles or problems encountered in the implementation of the action and evaluation plan.

These meetings should serve as an opportunity for the group to revise or update the action plan to better suit the needs of the worksite and employees. The group should discuss the need for

any changes to current strategies or the addition of new strategies that would help to improve the effectiveness of the programme. Changes should be justified (especially for resource allocation) and you need to ensure management is with you every step of the way.

Most of all, you are accountable to your colleagues – keep all employees informed, respond to feedback, plan communications regularly and be ready to fine tune. Also, be on the look out for new ideas/ways of doing things and make the most of opportunities as they arise.

Progress reports should be provided for senior management and key players as agreed.

### Remember

- WorkWell is about fine tuning – your plan isn't set in stone but you shouldn't need to deviate far.
- Keep the momentum going by continually communicating with employees and management.

### Step 4 actions

- Launch the plan.
- Ensure that everyone is clear on roles and responsibilities for all aspects of the action plan.
- Monitor and review progress.
- Celebrate milestones.
- Make minor adjustments to the action plan as required.
- Update management and employees on progress.
- Produce progress reports for senior management as required.
- Document activities.
- If you are working towards WorkWell Accreditation, collect the information required for your portfolio.

## Step 5 Evaluate progress and advance to the next level

After one year of putting your plan into action, it is time to complete your annual evaluation. Evaluation can provide important insight into the success of your healthy eating programme, or specific initiatives, and generate ideas for future activities. The outcomes of your evaluation can also be used to promote the benefits of your healthy eating programme within the organisation.

Your evaluation will be undertaken as identified within your action and evaluation plan. Much of the information required will have been gathered through your ongoing monitoring.

The group should produce a summary report on the implementation of the action plan and of the improvements/positive changes gained. The report should also identify evaluation results, lessons learned and recommendations for future direction.

Your journey isn't over – it is just beginning, so you need to identify where to from here.



If you are working towards WorkWell Accreditation, your accreditation will remain valid as long as you continue to demonstrate improvements in healthy eating and your other identified health and wellbeing areas annually. In addition, an assessor will conduct an annual site visit to verify your WorkWell Accreditation portfolio.

The summary report for year one, and the year two action and evaluation plan should be submitted within 15 months of achieving initial accreditation to maintain the standard. Thereafter an action and evaluation plan, and summary report must be submitted each year.

You can start working towards the next level of WorkWell Accreditation if you have successfully maintained your current WorkWell Accreditation for one year. This would require you to continue to address current health and wellbeing areas and identify and address two further areas.

If you have any questions about the accreditation or would like to speak to a WorkWell Advisor please contact us on 0800 221 555.

### Step 5 actions

- Review progress after one year.
- Identify what has worked and what could be improved further.
- Complete annual summary report.
- Identify and address further priorities.
- Repeat steps 1-5.
- Repeat organisational profile and staff survey every two years.
- Celebrate milestones.
- If you are working towards WorkWell Accreditation, collect the information required for your portfolio.

It is important to build your portfolio, capturing evidence of all work undertaken for WorkWell.

This will be required if you are applying for WorkWell Accreditation.



Who can help?

## Who can help?

### WorkWell Providers:

#### Another Green World

Contact: Dazz Switalla

Another Green World is a new fresh salad and micro-green 'salad to go' service for the central city. Dazz Switalla, one of Tauranga's leading chefs, has created a range of fresh salads for delivery to workers in the city (by bicycle to keep carbon footprint low). Organic produce and free range eggs used; plenty of gluten free options.

Service area: Tauranga  
Email: [dazz@anothergreenworld.co.nz](mailto:dazz@anothergreenworld.co.nz)  
Phone: 0800 SALAD2GO  
Website: [www.anothergreenworld.co.nz](http://www.anothergreenworld.co.nz)

#### Food Solutions

Contact: Fiona Boyle (Director)

Food Solutions can provide excellent nutrition services to help workplaces address organisational, environmental and individual nutrition goals; including individual advice and assessment; group education sessions; assistance with the development of nutrition policies; review of food choices if available on site (cafe/vending machines); and development of written nutritional information for staff.

Service area: Rotorua, Tauranga, Whakatane  
Email: [fiona@foodsolutions.net.nz](mailto:fiona@foodsolutions.net.nz)  
Phone: (07) 574 7999  
Website: [www.foodsolutions.net.nz](http://www.foodsolutions.net.nz)

#### Go 360 Health n Wellness

Contact: Darcia Mather (Manager)

Do you want your business to experience the side effects of staff achieving improved wellbeing? Improved energy levels, happy, balanced moods and attitude? We're committed to wellbeing excellence. Simple, back-to-basics presentations and programmes covering nutrition, life balance, physical fitness and more. We can tailor a package specifically for your team.

Service area: Rotorua, Tauranga  
Email: [darcia@Go360.co.nz](mailto:darcia@Go360.co.nz)  
Phone: (07) 348 1770

#### GoodNutrition

Contact: Tatjana Smolic

GoodNutrition educates organisations and the public on healthy food and lifestyle choices. Services offered include educational seminars, nutrition policy drafting, customised lifestyle and dietary planning for people at risk of developing heart disease and diabetes, weight-loss and weight management programmes and nutritional education and support to people engaging in sport.

Service area: Rotorua, Taupo, Tauranga, Whakatane  
Email: [goodnutrition@vodafone.co.nz](mailto:goodnutrition@vodafone.co.nz)  
Phone: (07) 346 3299  
Website: [www.goodnutrition.co.nz](http://www.goodnutrition.co.nz)

## Who can help?

### Heart Foundation of New Zealand

Contact: Tauranga - Julie Sargisson (Heart Health Advocate) or Rotorua - Yvonne Skellern (Heart Health Advocate)

The Heart Foundation works to reduce cardiovascular disease, the leading cause of death in New Zealand. Services include an online tool for calculating 'heart age' and future risk, support for reducing this risk, and free 'Smoking Cessation Practitioner Training', in which employees can be trained in supporting others to quit.

Service area: National  
Email: [JulieS@heartfoundation.org.nz](mailto:JulieS@heartfoundation.org.nz) or [YvonneS@heartfoundation.org.nz](mailto:YvonneS@heartfoundation.org.nz)  
Phone: Tauranga: (07) 571 3013 or Rotorua: (07) 349 0635  
Website: [www.heartfoundation.org.nz](http://www.heartfoundation.org.nz)

### Mind Body Nutrition

Contact: Margot van Cingel (Nutrition & NLP Coach)

Margot holds a Diploma in Nutrition, and recently completed NLP Practitioner training with a Certificate in Business Communication. She can incorporate these skills into nutrition, coaching people to use their MIND to train their BODY whilst enjoying good NUTRITION. Margot can customise nutrition/general health workshops to suit your employee's needs.

Service area: Tauranga  
Email: [margot@mindbodynutrition.info](mailto:margot@mindbodynutrition.info)  
Phone: (07) 570 0104  
Website: [www.mindbodynutrition.info](http://www.mindbodynutrition.info)

### Mobile Massage

Contact: Wayne George

Mobile Massage, under the expert guidance of Wayne George, offers complimentary health services, which include: Therapeutic, sports and relaxation massage. We also offer stress relief strategies, reflexology and nutritional advice. Our practitioner team is qualified and experienced and our services are available at our clinic or on-site at your place. Part of profits will benefit community health projects via Te Whakapono Health Trust

Service area: Rotorua, Taupo, Tauranga, Whakatane  
Email: [berkshire@xtra.co.nz](mailto:berkshire@xtra.co.nz)  
Phone: (07) 350 5007 or 027 405 1029  
Website: [www.mobile-massage.co.nz](http://www.mobile-massage.co.nz)

### Nutrition Solutions

Contact: Siobhan Miller (Dietitian)

Nutrition Solutions provides a comprehensive professional nutritional advice service for individuals, groups and workplace wellness programmes. We also offer lecturing, workshops and presentations. We can help with general nutritional advice and support through to more specialist areas of dietetic advice. Nutrition Solutions is your local registered Dietitian. All enquiries welcome.

Service area: Tauranga  
Email: [nutritionolutions@xtra.co.nz](mailto:nutritionolutions@xtra.co.nz)  
Phone: (07) 548 0671

### Professional Health Services

Contact: Marietta Duffy-Burgess (Occupational Health Nurse)

Te Puke Health and Fitness is a Reps registered facility ([reps.org.nz](http://reps.org.nz)) with registered exercise professionals who believe in enhancing people's health and wellbeing by offering personalised gym programs, group fitness classes and personal training. With an excellent physiotherapist on-site, we can design programs to suit all abilities and fitness levels.

Service area: Rotorua, Taupo, Tauranga, Whakatane  
Email: [marietta.phs@xtra.co.nz](mailto:marietta.phs@xtra.co.nz)  
Phone: (07) 572 5086  
Website: [www.profhealth.co.nz](http://www.profhealth.co.nz)

## Who can help?

### Safety Matters (NZ) Ltd

Contact: Mark Taylor

A safety consulting and training company with a full repertoire of traditional and new methods to suit all companies. Services include: safety management systems, inspections, audits, safety culture programs, worker engagement workshops, wellness programs, safety coaching, video behaviour analysis, contractor management, safety influencer workshops, and 360 peer review programs.

Service area: Bay of Plenty  
Email: [safetymatters@xtra.co.nz](mailto:safetymatters@xtra.co.nz)  
Phone: (07) 579 3536 or 022 072 3368

### St John

Contact: Andrew James (Business Development Manager)

Ensuring the safety of your staff when there is an emergency is the hallmark of a caring employer. Investing in training your staff with St John will give you the confidence and peace of mind you need. Our NEW shorter courses (which can be tailored and delivered on-site) including our ONLINE-refresher help employers reduce the amount of time staff are away from the business. Help support your local St John today

Service area: National  
Email: [andrew.james@stjohn.org.nz](mailto:andrew.james@stjohn.org.nz)  
Phone: (07) 847 2849 or 027 294 4776  
Website: [www.stjohn.org.nz](http://www.stjohn.org.nz)

### Te Puke Health and Fitness

Contact: Callum McKenzie

Te Puke Health and Fitness is a Reps registered facility ([reps.org.nz](http://reps.org.nz)) with registered exercise professionals who believe in enhancing people's health and wellbeing by offering personalised gym programs, group fitness classes and personal training. With an excellent physiotherapist on-site, we can design programs to suit all abilities and fitness levels.

Service area: Te Puke  
Email: [brencalbrae@xtra.co.nz](mailto:brencalbrae@xtra.co.nz)  
Phone: (07) 573 5855  
Website: [www.tepukehealthandfitness.co.nz](http://www.tepukehealthandfitness.co.nz)

Other places where you can go for support, assistance and ideas for promoting healthy eating in your workplace:

The Ministry of Health: ([www.health.govt.nz](http://www.health.govt.nz))

New Zealand Food Safety Authority: ([www.foodsafety.govt.nz](http://www.foodsafety.govt.nz))

New Zealand Dietetic Association: ([www.dietitians.org.nz](http://www.dietitians.org.nz))

Healthy Food Guide: ([www.healthyfood.co.nz](http://www.healthyfood.co.nz))

Diabetes New Zealand: ([www.diabetes.org.nz](http://www.diabetes.org.nz))

5+ A Day: ([www.5aday.co.nz](http://www.5aday.co.nz))

Feeding our Families: ([www.feedingourfamilies.org.nz](http://www.feedingourfamilies.org.nz))

Live Smart: ([www.livesmart.org.nz](http://www.livesmart.org.nz))

Everybody.co.nz: ([www.everybody.co.nz](http://www.everybody.co.nz))



## Tools

- Business case study
- Sample Healthy Eating Policy
- Guidelines for workplace vending machines and snack boxes
- Food ideas for work meetings
- Eating for healthy adult New Zealanders
- Guidelines for drinking water
- WorkWell Impact Matrix Template
- WorkWell Action and Evaluation Plan Template
- Sample Action and Evaluation Plan
- Resources
- References

## Business case study

### Healthy Workplace Catering

#### A case study from Nestlé United Kingdom and Ireland

##### The Starting Point

What was the service like before you started the project?

Nestlé UK and Ireland has a vision to “be recognised and admired as the leading food and beverage company in the United Kingdom and Ireland with a growing reputation for nutrition, health and wellness”. Nestlé employees are recognised as being critical to this transition. As a result we have developed the Nestlé Employee Wellness Programme (EWP).

The EWP objectives are:

- To engage employees with health and wellness
- To create a culture which energises and empowers employees to take ownership of their own health
- For employees to see, feel and participate in actions rather than words which demonstrate our company vision
- For healthy choices to become easy choices

The Nestlé programme focuses on three primary areas, underpinned by health screening: nutrition, exercise and mental resilience.

Nutrition became the first of these three pillars to be addressed in the workplace, starting with a factory pilot in 2005. Following the success of this pilot, in 2007 we set about improving the quality, availability and choice of the food and beverages at each of our 10 sites across the UK and Ireland.

This catering case study focuses on nutrition as part of the Nestlé Employee Wellness Programme.

##### Background

Within the UK and Ireland, Nestlé employs approximately 5100 people covering 10 sites. Nine sites are factory based and so must provide food and beverage solutions throughout the day and night as employees are working 12 hour shifts, as well as weekends. Catering solutions at 9 of our 10 sites across the UK are provided by two external catering providers. The final site, Nestlé UK head office, is delivered by our in-house catering staff.

What was the food service like in the specific pilot site(s) before you started the project?

Prior to our EWP focus on nutrition, food availability and food quality at our sites was variable and the food choice was generally poor. Food availability was especially problematic within our factories as shift workers had to rely on vending services to provide food and drinks during evening, night and weekend shifts. The overall

food and beverage offering was very unbalanced focusing more on higher fat, salt and sugary foods that required minimal preparation or cooking. Typical examples included chips, pies and pasties, cheese sandwiches accompanied by a selection of crisps, cakes and chocolate. As a result, the numbers of people choosing to use our catering facilities had been in decline for some time, with many choosing to supply their own food from home.

##### Aim and Objectives

What were the aims of your project?

The main aim of nutrition within our Employee Wellness Programme is to help our employees make healthier choices. This was to be achieved by increasing the provision of nutritious, healthy, balanced food and beverage offerings at all times, through all points of sale and, importantly, at all sites. Coupled with clear nutritional labelling in the form of Guideline Daily Amounts (GDAs), we aimed to make healthier choices easier for our staff.

Key objectives were to:

- Support our catering partners in defining and implementing nutritious, healthy, balanced food and beverage offerings
- Identify a process to support the catering partner in understanding our site-specific needs and successfully delivering a comprehensive catering package
- Monitor the progress with the catering provider and, ultimately, the catering provision at each site

##### Process

How did you go about managing and implementing the project?

Following our catering improvement pilot in 2005/6, we set up a project team dedicated to furthering the work of the EWP. This team included experts from our Occupational Health, Nutrition and Marketing divisions. Our initial focus was to achieve our objectives for food and drink provision in the workplace and the process we undertook is described below.

**Internal stakeholder engagement** – As part of a large organisation it was crucial to involve key internal stakeholders in any programme that would generate a change in services and business culture. Senior management were the most important of these, being consulted regularly to ensure the aim, objectives and implementation of the programme was aligned to their expectations. Purchasing were also important stakeholders as they held responsibility for contracted services. They could influence the appointment of, and contracts with, the catering providers ensuring that these reflected the spirit and objectives of the Employee Wellness Programme. Other key internal stakeholders that we worked with included our employees, HR representatives, senior management at each manufacturing site and Internal Communications who helped create interest in our road shows (see Outputs).

**Supporting our catering partners** – Early discussions with our site-based caterers highlighted the fact that cooking skills and nutrition knowledge varied enormously between sites. Some were skilled and had a strong commitment to Nestlé’s catering ambitions whilst others required greater support to plan and prepare healthier options. In some cases, there was a greater need to convince local catering staff that the changes we were asking of them would be acceptable to our staff. Consequently, we developed a series of support material and minimum standards to ensure consistency across all Nestlé UK and Ireland workplace canteens. These included:

- Service Level Agreements (SLAs) negotiated with our catering providers, to ensure that the service reflected minimum standards in nutrition (outlining small practical changes to procurement, recipes and healthier cooking practices). These minimum standards now form part of any new catering contract drawn up at any Nestlé UK and Ireland site.
- A Catering Toolkit to support the delivery of these minimum standards and help improve basic nutritional knowledge and awareness among local catering staff. This includes useful information on recommended portion sizes, healthy cooking methods and healthier food tables.
- Guideline Daily Amount (GDA) labelling was introduced for regular items at the point of sale (including hospitality buffets) to enable employees to make more informed food choices. This information was created and supplied by our own in-house nutritionists, for all sites, but in future we hope that our catering providers will be equipped to supply this.

Whilst all of these initiatives have helped to improve catering provisions, there has still been resistance to change at some sites. Employees were being stereotyped by caterers as being traditional factory workers wanting nothing other than pies and chips. So, more recently, to further embed the catering changes, we have developed Key Performance Indicators for nutrition to help guide the service provision and monitor and measure delivery of the SLAs.

**Developing a tailored programme that involves employees** – We conducted a ‘needs assessment’ at each site to help unravel employees’ needs, cultures, and level of health awareness. These learnings could then inform the local development of the nutrition programme so that catering changes met employees’ expectations and were engaging to them. We tailored our nutrition programme using initiatives such as site specific focus groups (around 8-15 employees per session) on food and drink provision, and employee surveys. On occasions where employees were not consulted, we found that particular activities (such as site visits by external organisations) were either not understood or under-utilised.

**Creating greater awareness of healthy eating through Wellness road shows** -The ‘Wellness Road Shows’ were developed to support improvements in the Nestlé catering services and to help support the broader aims of our Employee Wellness Programme to promote personal health. The week-long events visited seven sites during 2007, with another three planned by the end of 2008.

These have included on-site health professionals (covering all shifts) giving healthy eating and lifestyle advice; themed menus highlighting healthy eating tips; goody packs; smoothie sampling; exotic fruit tasting; a wide selection of nutrition and health literature; and confidential free health checks for all staff (cholesterol, blood pressure and weight are all measured).

**Accounting for regional differences** – An interesting learning from our Road Shows was that the same approach was not necessarily best for all sites. Nestlé’s UK sites are located across a wide geographical region and each site reflects different demographics of the population (different ethnicities, gender bias and age predominance, for example) so we needed to be flexible in our approach at each site to accommodate these differences. For example free fruit sampling to communicate easy ways to 5-a-day did not excite employees at our Newcastle site, despite the popularity of this activity at the majority of our other sites.

### Outputs

What were the outputs of your project?

At an individual site level, what changed, what improved?

During the initial pilot project in 2005 the catering service and provision improved as a result of the changes that were made on site. The key achievements included:

- Catering dramatically improved - healthier, well-balanced menus, offering more choice and better quality
- Cooking and nutrition skills of on-site catering staff improved
- Positive employee feedback - changes were very well received
- Evidence of changes to eating behaviour amongst some employees
- Sales of healthier food items increased and footfall into the catering unit also increased
- Wellness Road Shows were very well received and generated a lot of interest with employees
- Won a BBC Health at Work Award for Most Improved Employer for Derbyshire

As we are still in the transition phase of our catering improvements across all sites, and as the road shows have yet to visit all Nestlé sites, formal evaluation of these improvements remains outstanding. Nevertheless, reports to date indicate similar catering progress at most of our other sites. There have been improvements in the quality and planning of menus, quality of food and variety of foods provided have been especially pronounced. For example, the availability of healthier foods has increased with regular items including mixed salads, a variety of choice of healthier sandwich fillings and the availability of jacket potatoes. After analysing employee feedback of this implementation (questionnaires), we have received positive, constructive feedback with a feeling of ‘more improvements are needed’ prevailing.

Following this, in 2008 we introduced Key Performance Indicators (KPIs) and a catering audit process in conjunction with our facilities management team for nutrition. This will ensure that Nestlé and the catering partners have clear, measurable expectations of the catering service and our needs as the 'client' across all sites. These KPIs are based upon the SLAs and so the output will show where these standards are being met.

Since undertaking these activities, the relationships that we have with our catering partners have improved dramatically and are becoming more of a working partnership which has been very encouraging. They are now more aware of 'Wellness' and can see that our employees do want to see healthier alternatives on the menus. Whilst there is still much room for improvement, we are continuing to work more closely with our partners to achieve our Wellness nutrition objectives.

### Benefits

What is your assessment of the outcomes of your project?

A full evaluation of the EWP has yet to be conducted, as we are still delivering a number of activities within the business. In this knowledge, we have analysed the implementation and outcomes that have been achieved so far within nutrition - employee insights and recommendations have driven the improvements that have been carried out. Regular communication with our catering partners and site management has also been a fundamental part of this.

One of the main outcomes of the nutrition focused work has included an improved relationship with our catering service providers. This has been seen in improved services providing more of what our employees are requesting, such as the availability of more balanced menus with greater choice including healthier options, salad bars, deli bars with supporting GDAs on standard items. Tasting and feedback sessions have also been held at some sites to give our employees the opportunity to feedback their comments to the catering staff. The benefit of this has been the attention centred on the customers.

There have been some positive changes in eating behaviour on sites; sales of healthier food items have increased and footfall into the catering unit has also increased. There has also been a lot of positivity around the company's awareness of Wellness and the presence of road shows around sites. We have seen a 40% uptake of the free health check service across sites. From the feedback received in focus groups and questionnaires, the majority of employees have really enjoyed getting involved, providing constructive feedback in how we can improve services. A smaller minority of employees have not responded as positively to healthier eating and lifestyles and have been resistant to change. This programme has begun to engage employees in Nestlé's commitment to Wellness and its vision, not only through the products and brands in our portfolio but through the food and beverages available at sites.

We have realised that the vending service does require more work to achieve success and feedback from employees on this issue has been poor. Moving forward, we hope to focus our attention on our vending provisions. Hospitality services also require further work so that employees can request healthier buffet choices or, at a minimum, a better balance of food and drink choices on buffets.

### Future Plans

How do you intend to build on the progress you have made?

In 2008, so far we have appointed 'Wellness Champions' at each of our sites to help speed up the delivery of continued, local, site specific Employee Wellness activities. They have received a Health Awareness Toolkit which provides the building blocks to implement successful health promotion activities, taking the feedback and learnings from 2007 into account.

Further plans also include improvements in the food and beverage provision in vending and hospitality services, GDAs at the point of selection for hospitality buffets and café shops (typically via the Nestlé intranet). Other initiatives will include the roll out of 'breakfast events' promoting the importance of breakfast.

Our Employee Wellness Programme has also begun to extend beyond nutrition into exercise. This has been seen with the arrival of the Global Corporate Challenge in May 2008. This challenge gets employees to team up and compete against one another and against other companies encouraging people to be more active by walking and recording their steps using pedometers. Our aim was to achieve a 10% uptake of the workforce in this initiative and we were encouraged to see a 22% uptake in the challenge. And finally, we are currently rolling out Nutrition Training for our employees in order to improve their nutritional awareness, knowledge of the company's vision and strategy, our brands and how they can implement this in their roles within the business.

# Sample Healthy Eating Policy

## Workplace Healthy Eating Policy

Effective from: 00/00/00

Next review date: 00/00/00

### The need for a healthy eating policy

Healthy eating is essential for good health and contributes to positive well-being. Many of the leading causes of disease and disability in our society – such as coronary heart disease, stroke, obesity, type 2 diabetes, hypertension (high blood pressure), colorectal cancer, stress, anxiety and osteoarthritis – are associated with poor nutritional choices.

A healthy balanced diet contains a variety of types of food, including lots of fruit, vegetables and starchy foods such as wholemeal bread and wholegrain cereals; some protein-rich foods such as meat, fish, eggs and lentils; and some dairy foods. We should also be drinking about 6 to 8 glasses (1.2 litres) of water, or other fluids, every day to stop us getting dehydrated.

The workplace is an important setting in which people can increase their intake of healthy foods to benefit their health and protect against illness. A healthy balanced diet also helps individuals to recover more quickly from the illnesses they do get.

The food we eat not only has a physical impact on our body, but also contributes to our mental health resulting in improved levels of concentration, mental alertness and ability to cope with everyday stresses and strains.

### Aim of the policy

To support and encourage employees to make healthy eating choices.

### Objectives

To implement a healthy eating policy that raises awareness of the benefits of healthy eating.

### Policy actions:

- Provide educational leaflets and resources on healthy eating
- Include workplace health on the agenda at every team meeting
- Set up a healthy eating focus group
- Provide courses and seminars on the benefits of healthy eating and the risks of poor nutrition
- Hold healthy eating promotional events

To implement a healthy eating policy that supports employees to make healthier eating choices in a variety of ways.

### Policy actions:

- Encourage employees to make healthy eating choices through the use of promotional and motivational resources, e.g. encouraging employees to select healthy menus in the canteen

- Provide food storage and preparation areas in all departments
- Provide information on local weight management groups
- Provide food box delivery schemes
- Investigate demand for and feasibility of extending canteen opening times to include breakfast
- One week each year will be designated “Healthy Eating Week” with a range of organised activities

To remove barriers and enable employees to make healthy eating choices

### Policy actions:

- Review current provision of services
- Provide cool storage areas for lunchboxes
- Work with on-site caterers to trial more healthy choices
- To increase access to healthy foods for shift workers by introducing healthy vending machine options
- Develop links with local food providers who will deliver to workplace
- Encourage employees to eat meals away from their desks
- Provide fruit bowls in each department
- Offer fruit instead of biscuits during meetings

### Communication

All employees will be made aware of the healthy eating policy and the facilities available. The healthy eating policy will be included in the employee handbook and employee information or induction packs.

A specific focus group will be established to take the actions from this policy forward – regular updates will be provided to all employees via their line management.

### Review and monitoring

Employees participating in activities will be regularly asked for feedback.

A Healthy Eating audit will be undertaken annually.

A Healthy Eating action plan will be maintained by the Healthy Eating Workplace Champion.

The policy, status updates and evaluation reports will be circulated to management and be available on request through the Healthy Eating Workplace Champion.

The policy will be reviewed six months from implementation and then annually after that.

Date:

Signature:

## Guidelines for workplace vending machines and snack boxes

Vending machines and snack boxes have traditionally sold snack foods and drinks that are high in energy, fat, sugar and salt, and low in important nutrients. Offering healthier choices in vending machines and snack boxes can help improve healthy eating in the workplace – this way, when staff grab a quick snack they're more likely to consume less energy (or kilojoules); small changes like this make a big difference.

Snack and drink items can be classified as 'healthier choices' and 'other choices' according to saturated fat, sodium and energy limits.

Recommendations:

Healthier Choices	Energy	Saturated Fat	Sugar	Sodium
	≤800kJ per packet <sup>a</sup>	≤1.5g/100g <sup>b</sup>	≤20g/100g <sup>c</sup>	≤450mg/100g <sup>d</sup>
Excludes confectionery items e.g. lollies, marshmallows, liquorice, chocolate, carob or chewing gum.				
Other Choices	≤800kJ per packet <sup>a</sup>	-	-	-
Why?	Limiting energy automatically limits the total fat and sugar content of items.	Saturated fat is restricted due to its association with increased risk of heart disease.	Confectionery is excluded from 'better choices' as it has high sugar content and/or no useful nutrients.	Sodium is limited due to its association with increased blood pressure and therefore heart disease.

- a) For packets containing more than one serve of an item, it is the packet size (not the serving size) that must meet these guidelines. Meal replacement foods are exempt from the energy criteria.
- b) Cheese and nut based products are exempt from the saturated fat criteria.
- c) Fresh or dried fruit, and milk products are exempt from the sugar criteria.
- d) Cheese and nut based products are exempt from the sodium criteria.

Steps to healthier vending machine and snack box options:

1. Decide on what percentage of 'healthier choices' (healthier foods) you are going to provide compared to 'other choices' (less healthy options/treat foods). For example:  
 50% Healthier Choices / 50% Other Choices or  
 60% Healthier Choices / 40% Other Choices  
 Note: A minimum of 30% 'healthier choices' is recommended.
2. Promote healthier choices by placing them at eye level in the vending machine or snack box and identifying them with signage/labels.
3. Ensure the healthier choices are priced competitively or cheaper than the other food items.

Examples of 'healthier choices':

Snacks	Beverages	Meal Replacement Foods
Nuts and seeds Fruits (fresh, dried, canned) Popcorn Pretzels Low-fat crackers and cheese or salsa Yoghurt	Water Milk - plain or flavoured 100% juice/juice mixed with water Tea Herbal/fruit flavoured tea Low-fat/sugar hot chocolate	Salads with low-fat dressing (lettuce, pasta, rice or legume salad) Single serve cereal packets Tinned fish and crackers Creamed rice Sandwiches (salad, low-fat meat, low-fat cheese) Canned meals Low-fat meat slices Bran muffins Sushi Mini low-fat pizza Soup

Examples of 'other choices' (limit or exclude these):

Snacks	Beverages	Meal Replacement Foods
Potato chips Lollies Chocolate Cake Biscuits Ice cream High-fat/high sugar muesli or fruit or nut bars	Fizzy drink Cordial	Pies Sausage rolls High-fat/high salt noodles

Adapted from: 'Better Vending for Health Guidelines', January 2008.

For more information refer to: [http://www.arphs.co.nz/promoting\\_health/downloads/BVFH%20A4%20Booklet%20-%20FINAL%20-%20110108.pdf](http://www.arphs.co.nz/promoting_health/downloads/BVFH%20A4%20Booklet%20-%20FINAL%20-%20110108.pdf)

## Food ideas for work meetings

	Try	Exclude or limit
Breakfast meeting	<ul style="list-style-type: none"> <li>• Fresh fruit platter and yoghurt dip</li> <li>• Mini bran muffins</li> <li>• Mini bagels served with low-fat cream cheese and jam</li> <li>• English muffins</li> <li>• Fresh wholegrain bread served with avocado</li> <li>• Yoghurt</li> <li>• Low-fat cereal bars</li> <li>• Water</li> <li>• Juice</li> <li>• Hot drinks</li> </ul>	<ul style="list-style-type: none"> <li>• Large portions</li> <li>• Foods high in fat, sugar and salt</li> <li>• Donuts</li> <li>• Large muffins</li> <li>• Cream</li> <li>• Baking high in fat and sugar</li> <li>• Croissants</li> </ul>
Lunch meeting	<ul style="list-style-type: none"> <li>• Wholegrain sandwiches</li> <li>• Mini wraps</li> <li>• Small muffins</li> <li>• Mini pizzas</li> <li>• Soup with bread rolls</li> <li>• Salads with dressing on the side</li> <li>• Meat/fish/tofu skewers with low-fat dips</li> <li>• Vegetable spring rolls (not fried)</li> <li>• Vegetable fritters with salsa</li> <li>• Small portions of low-fat/sugar slices/cakes</li> <li>• Fresh fruit platter or skewers</li> <li>• Water</li> <li>• Hot drinks</li> </ul>	<ul style="list-style-type: none"> <li>• Large portions</li> <li>• High-fat fillings on sandwiches and wraps (high-fat cheeses and meats, high-fat spreads/ mayonnaise)</li> <li>• High-fat baking (muffins, croissants, slices, cakes)</li> <li>• Amount of cheese and high-fat meat on pizzas</li> <li>• Cream in soup</li> <li>• Deep fried food</li> <li>• Foods high in fat, sugar and salt</li> </ul>
Morning/afternoon tea	<ul style="list-style-type: none"> <li>• Fresh fruit platter or skewers</li> <li>• Vegetable sticks with low-fat dips (hummus, cottage cheese, salsa)</li> <li>• Low-fat crackers with low-fat dips and cheese</li> <li>• Scones served with a specialty jam</li> <li>• Low-fat muffins</li> <li>• Low-fat/sugar baking</li> <li>• Dried fruit and nuts</li> <li>• Water</li> <li>• Hot drinks</li> </ul>	<ul style="list-style-type: none"> <li>• Large portions</li> <li>• Foods high in fat, sugar and salt</li> <li>• Cream</li> <li>• High-fat/sugar biscuits, cakes and slices</li> </ul>
Dinner	<ul style="list-style-type: none"> <li>• Soup with bread rolls</li> <li>• Salads with dressing on the side</li> <li>• Rice or pasta salad</li> <li>• Cooked vegetable skewers</li> <li>• Baked potatoes with low fat or vegetable toppings</li> <li>• Vegetable spring rolls (not fried)</li> <li>• Meat/fish/tofu skewers</li> <li>• Mini lean-meat balls with low-fat sauce</li> <li>• Grilled or boiled chicken without skin</li> <li>• Mini quiches</li> <li>• Fresh fruit platter or skewers with low-fat yoghurt</li> <li>• Water</li> <li>• Hot drinks</li> </ul>	<ul style="list-style-type: none"> <li>• Large portion sizes</li> <li>• Foods high in fat, sugar and salt</li> <li>• Cream in soup</li> <li>• High-fat dressings</li> <li>• High-fat meats and chicken skin</li> </ul>

## Eating for healthy adult New Zealanders

### Key healthy eating messages

- Eat a variety of nutritious foods
- Eat less fatty, salty, sugary foods
- Eat more vegetables and fruits
- Aim to maintain a healthy weight throughout life
- Promote and foster the development of environments that support healthy lifestyles

### Food for health

You need a variety of foods to maintain your health. Choose foods from the four following food groups each day. Eating small amounts of lots of different foods will help provide the range of nutrients your body needs.

#### Vegetables and Fruit

- Vegetables and fruit are good sources of vitamins, minerals and fibre and are low in fat.
- Raw fruit and some vegetables make great snacks.
- Choose fruit and vegetables in season to keep costs down.
- Enjoy the taste of fresh fruit and vegetables without added sauces and fats.
- Eat at least five servings of fruit and vegetables a day.

#### Breads and Cereals (includes pasta, rice and other grains)

- Breads and cereals are good sources of fibre and some vitamins and minerals.
- Fill up on breads, cereals, pasta and rice.
- Many breads and cereals have added vitamins and minerals so it is important to read package labels for information.
- Breads and cereals make great snacks but go easy on fatty spreads and fillings.
- Eat at least six servings of breads and cereals a day.

#### Milk and Milk Products

- Milk and milk products are valuable sources of some vitamins and minerals, especially calcium.
- Choose reduced-fat milk and milk products.
- Reduced-fat milk and yoghurts make a great snack and can be easily used in cooking.
- Eat at least two servings of milk and milk products a day.

#### Meat, Seafood, Chicken, Eggs and Legumes

- Lean meats, seafood, chicken, eggs, cooked dried beans, peas and lentils are important sources of protein, vitamins and minerals – especially iron and zinc.

- Eat lean meats, seafood and chicken without added fats or fatty sauces.
- Dried beans, peas and lentils are a good low-cost alternative to meats, seafood and chicken.
- Try to eat this group of foods with some fresh vegetables that are high in vitamin C – such as tomato, broccoli or peppers. This will help you absorb the iron.
- Eat at least one serving of meats or alternatives a day.

### Processed and Pre-packaged Foods

- Processed foods can be high in fat and salt.
- Try and serve processed and pre-packaged meals with some fresh salad or vegetables.
- Look for packaged foods which are lower in fat and salt and include some cereal or vegetable fibre.
- Read the label. For example, 5g of fat or sugar = approximately 1 teaspoon.

### Takeaway Foods

- Bread-based takeaways can be lower in fat, especially if you ask for low fat spread, cheese or dressing (eg, pizza, burgers).
- If buying chips:
  - thickly cut potatoes absorb less fat.
  - higher cooking temperatures mean less fat is absorbed.
  - ask for no added salt.
- Ask for grilled fish rather than fish in batter – or remove the batter.
- Takeaways made with rice or noodles can be a good choice, especially if made with lots of vegetables.
- Enjoy your takeaways but don't eat them too often.

### Food for Different Family Members

- Some family members have different nutritional needs. It is important that everyone eats well.
- Make sure everybody has the variety of food they need.
- Eating meals together makes food more enjoyable.

### Food Safety

- Keep all utensils, chopping boards and benches clean.
- Wash your hands before and after handling food.
- Cook foods piping hot for serving and reheat leftovers thoroughly.
- Don't leave cooked food at room temperature for longer than two hours.
- Keep raw and cooked foods separately in the fridge.

*Enjoy eating for health!*

*Source: Ministry of Health (2004) Eating for Healthy Adult New Zealanders/ Te Kai Totika mo te Hunga Pakeke o Aotearoa*

# Guidelines for drinking water



## FACTSHEET – DRINK UP

### Dehydration in the workplace

62% of you is water so it's vital to keep hydrated, especially during summer. Not replacing the water you lose through everyday activity can cause severe health problems.

Symptoms of dehydration are:

- thirst, a dry mouth
- a rapid pulse
- feeling drowsy, disorientated and irritated.

As your temperature goes up, so does your level of dehydration. Mental performance and concentration goes down—this not only affects production, but also safety. So keeping track of how much you drink is important.

### Drink at regular intervals

Don't just drink water when you're thirsty – your body could already be dehydrated by then. You need to drink at regular intervals.

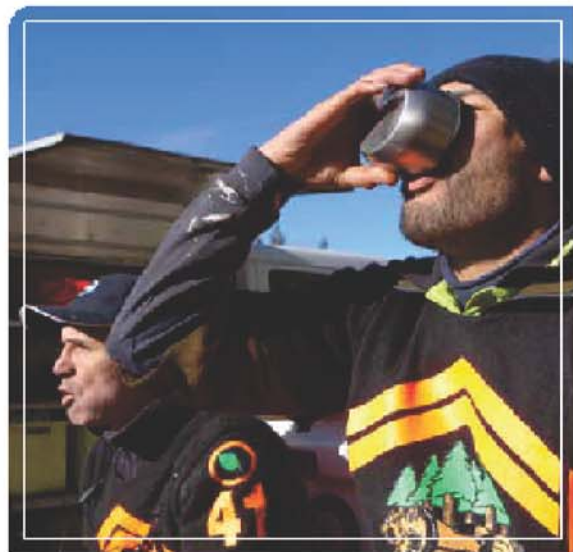
Many jobs provide the perfect opportunity to stop for a second and have a drink.

If you are working with machinery and need to stop to refuel or reload, have a drink of water at the same time. If you are working on a farm and need to stop to open gates, have a drink of water at the same time. Little and often is the key.

By regularly stopping for a second or two to have a quick drink of water, you can maintain your performance and look after yourself at the same time.

After a hard day on the farm, in the bush or in a factory, there will always be some sign of dehydration in your body and while a nice cold beer may seem like a great idea, the alcohol actually removes even more water from your body.

So make sure you drink plenty of water too so that you rehydrate and are set for the next day.



### Ways to manage dehydration

Employers have to provide and maintain a safe working environment and should make sure employees recognise the symptoms of dehydration. While personal common sense plays a large part in keeping hydrated, there are some useful tips for employers to keep in mind.

- Provide sufficient access to fluids for all staff – particularly important for outdoor workers
- Consider altering the work schedule so that heavier work is done during cooler periods
- Where possible, provide shade for outdoor work
- Allow rest breaks to be taken in cooler areas
- Ensure that workers are fit and not taking medication that will impair their ability to cope with heat

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**TAKE CARE, SO YOU CAN TAKE CARE**



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# Impact Matrix Template

Impact matrix	Easy to implement	Medium to implement	Hard to implement
High impact			
Medium impact			
Low impact			



# WorkWell Action and Evaluation Plan Template

Goal: (WHAT you ultimately want to achieve):

Rationale: (WHY you are doing the project):

# WorkWell Action and Evaluation Plan Template

Action Plan					
Objectives (WHAT you hope to achieve in the short-term/medium-term to achieve your goal)  They must be SMART (Specific, Measurable, Achievable, Realistic & Time Specific)	Activities (HOW - Actions)	Communication Strategies (HOW you will raise awareness and ensure buy in for your activities - management and employees)	Timeline (WHEN)	Responsibility (WHOM)	Resources (WHAT you need, including budget)
Objective 1					
Objective 2					
Objective 3					

# WorkWell Action and Evaluation Plan Template

Evaluation Plan					
Project Objectives (As per previous page)	Measures How will you be able to tell if your objective has been achieved or is successful?	Evaluation Method How will you measure it? e.g. Focus groups, participation rates and satisfaction surveys.	Timeframes When will you measure/review the objective?	Responsibility Who will be responsible for the evaluation?	Deliverables How will this be reported and to whom?
Objective 1					
Objective 2					
Objective 3					

# WorkWell Action and Evaluation Plan Template

**Process evaluation** - Reflection on the process is essential.

- 1) How will you reflect on what has worked, what could have been improved and what lessons have been learned throughout the project?
- 2) Who will you involve in this process?
- 3) How will this information be used to inform future planning?

**Measuring long-term outcomes** – Indicators for long-term outcome measures include: sickness absence rates, turnover rates, accident rates and productivity etc.

- 1) What long-term outcomes are you going to measure?
- 2) How will you measure these?
- 3) When and how often will you measure them?

# [SAMPLE]

## Healthy Eating - Action and Evaluation Plan



**Goal:** Improve healthy eating within workplace 'A'

**Rationale:**

Diseases associated with poor nutrition are an increasing cause of preventable disability and death in New Zealand. Approximately 11,000 deaths per year are linked to nutrition related risk factors such as high cholesterol, obesity, poor fruit and vegetable intake, and high blood pressure. An estimated eight to nine thousand of these are likely to be due to dietary issues alone.

An average adult will spend approximately 60% of their waking hours at work, and will consume about a third of their daily food intake in the time that they are there. Many factors within the worksite can impact on food consumption, including the availability of different food options, working conditions, and the dietary habits of workmates. Because of this, the workplace is also an ideal avenue for the promotion of positive healthy eating messages. Existing communication channels and social networks can be used to generate interest and encouragement amongst the workforce, and on-site food services can be reviewed to ensure healthy food options are available. Knowledge and skills gained in relation to healthy eating in the workplace can also be transferred through to family members at home, improving the health of the wider community and reducing the need for employees to take domestic or sick leave.

- In the 2006/2007 New Zealand Health Survey, one in seven New Zealand adults reported that they currently take medication for high blood pressure, and one in 12 for high cholesterol.
- One in three adults were reported to be overweight, and one in four obese.
- Only 68% of New Zealand adults are reported to meet the recommended daily intake of vegetables, and only 55% the daily intake of fruit.

Within workplace 'A' the WorkWell Organisational Profile (collated in December 2009) identified that there was no healthy eating policy and that there was little access to any equipment to heat or prepare food. It was also identified within the staff survey (conducted in January 2010) that only 12% of staff ate the recommended amount of fruit and vegetables and only 35% ate breakfast prior to coming to work. In addition, over 60% of staff wanted to improve their healthy eating. On further consultation with staff it was identified that staff were keen to bring in their own food to prepare, however were unable to do this due to lack of suitable storage, refrigeration and appropriate space. It was also identified that they often got bored eating the same foods and were looking for ideas to inspire them.

## Action Plan

Objectives	Activities	Communication Strategies	Timeline	Responsibility	Resources
Objective 1 Develop a healthy eating policy	<ol style="list-style-type: none"> <li>1. Form healthy eating subgroup</li> <li>2. Write draft policy</li> <li>3. Consult with all staff</li> <li>4. Finalise policy and gain management sign off</li> <li>5. Implement policy</li> </ol>	<ul style="list-style-type: none"> <li>• Raise awareness of draft policy through staff bulletin</li> <li>• Consult staff at team meeting</li> <li>• Distribute final policy through email</li> </ul>	<ol style="list-style-type: none"> <li>1. April 2010</li> <li>2. June 2010</li> <li>3. July 2010</li> <li>4. Aug 2010</li> <li>5. Sep 2010</li> </ol>	Person A and Person B	Nil
Objective 2 Provide clean, well equipped kitchen	<ol style="list-style-type: none"> <li>1. Assess current resources</li> <li>2. Consult with staff to identify what equipment they would utilise</li> <li>3. Seek approval from management</li> <li>4. Purchase and install equipment</li> </ol>	<ul style="list-style-type: none"> <li>• Consult at staff meeting</li> <li>• Advise staff of changes via email on completion</li> </ul>	<ol style="list-style-type: none"> <li>1. April 2010</li> <li>2. April 2010</li> <li>3. May 2010</li> <li>4. June 2010</li> </ol>	Person C	Funding for equipment
Objective 3 Healthy eating tips in the bulletin	<ol style="list-style-type: none"> <li>1. Identify healthy eating tips</li> <li>2. Distribute healthy eating tips</li> </ol>	<ul style="list-style-type: none"> <li>• Tips distributed through bulletin</li> </ul>	Monthly	Person A	Ministry of health information leaflets

## Evaluation Plan

Project Objectives	Measures	Evaluation Method	Timeframes	Responsibility	Deliverables
Objective 1 Develop a healthy eating policy	<ul style="list-style-type: none"> <li>Group delivers as per timeframes</li> <li>Draft policy developed and staff consulted</li> <li>Final policy available and approved by management</li> <li>Policy implemented</li> </ul>	Policy review	Sep 2011 and annually	Person B	Feedback to management in quarterly WorkWell update Noted in annual WorkWell summary report
Objective 2 Provide clean, well equipped kitchen	<ul style="list-style-type: none"> <li>Equipment installed and utilised</li> </ul>	Observation	June 2010 and 3 monthly thereafter	Person A	Feedback to management in quarterly WorkWell update Noted in annual WorkWell summary report
Objective 3 Healthy eating tips in the bulletin	<ul style="list-style-type: none"> <li>Awareness of tips</li> <li>Tips utilised</li> </ul>	Feedback at staff meeting	3 monthly	Person A	Noted in annual WorkWell summary report
<b>Process evaluation</b>  1) How will you reflect on what has worked, what could have been improved and what lessons have been learned throughout the project? Debrief within WorkWell Group and annual feedback session with staff  2) Who will you involve in this process? Entire WorkWell Group: six staff representatives and three management representatives  3) How will this information be used to inform future planning? To update policy and plan further healthy eating interventions			<b>Measuring long-term outcomes</b>  1) What long-term outcomes are you going to measure? Sickness absence rates, productivity rates and healthy eating habits  2) How will you measure these? Through the WorkWell Organisational Profile Tool and WorkWell Staff Survey  3) When and how often will you measure them? Annually		

## Resources

### Booklets/Leaflets

#### MINISTRY OF HEALTH:

- Oranga Kai - <http://www.healthed.govt.nz/resource/oranga-kaihealthy-eating-adult-m%C4%81ori>
- Healthy Weight for Adults - <http://www.healthed.govt.nz/resource/healthy-weight-adultstinana-ora-m%C5%8D-te-pakeke>
- Food for Health - <https://www.healthed.govt.nz/resource/food-health-%E2%80%93-english-version>
- Food for Health (Cook Island Maori) - <https://www.healthed.govt.nz/resource/food-health-%E2%80%93-cook-islands-m%C4%81ori-version>
- Food for Health (Maori) - <https://www.healthed.govt.nz/resource/food-health-%E2%80%93-te-reo-m%C4%81ori-version>
- Food for Health (Samoan) - <https://www.healthed.govt.nz/resource/food-health-%E2%80%93-s%C4%81moan-version>
- Food for Health (Tongan) - <https://www.healthed.govt.nz/resource/food-health-%E2%80%93-tongan-version>
- Food for Health (Tokelauan) - <https://www.healthed.govt.nz/resource/food-health-%E2%80%93-tokelauan-version>
- Food for Health (Niuean) - <https://www.healthed.govt.nz/resource/food-health-%E2%80%93-niuean-version>
- Food for Health (Fijian) - <https://www.healthed.govt.nz/resource/food-health-%E2%80%93-fijian-version>
- Eating for Healthy Adults - <https://www.healthed.govt.nz/resource/eating-healthy-adult-new-zealandersng%C4%81-kai-t%C5%8Dtika-ma-te-hunga-pakeke-o-aotearoa>
- Eating for Healthy Vegetarians - <https://www.healthed.govt.nz/resource/eating-healthy-vegetariansng%C4%81-kai-t%C5%8Dtika-m%C4%81-te-hunga-puku-huawhenua>
- Eating for Healthy Pregnant Women - <https://www.healthed.govt.nz/resource/eating-healthy-pregnant-womenng%C4%81-kai-totika-m%C4%81-te-wahine-hap%C5%AB>
- Eating for Healthy Breastfeeding - <https://www.healthed.govt.nz/resource/eating-healthy-breastfeeding-womenng%C4%81-kai-totika-m%C4%81-te-%C5%ABkaip%C5%8D>
- Keeping Well with Diabetes - <https://www.healthed.govt.nz/resource/keeping-well-diabetes-english-version>
- Keeping Well with Diabetes (Niuean) - <https://www.healthed.govt.nz/resource/keeping-well-diabetes-niuean-version>
- Keeping Well with Diabetes (Samoan) - <https://www.healthed.govt.nz/resource/keeping-well-diabetes-s%C4%81moan-version>
- Keeping Well with Diabetes (Cook Island Maori) - <https://www.healthed.govt.nz/resource/keeping-well-diabetes-cook-islands-m%C4%81ori-version>
- Keeping Well with Diabetes (Tongan) - <https://www.healthed.govt.nz/resource/keeping-well-diabetes-tongan-version>
- Keeping Well with Diabetes (Maori) - <https://www.healthed.govt.nz/resource/keeping-well-diabetes-te-reo-m%C4%81ori-version>
- Everyday Eating for Health - <https://www.healthed.govt.nz/resource/everyday-eating-health>

#### DIABETES NEW ZEALAND:

- Diabetes and Healthy Food Choices - [http://www.diabetes.org.nz/\\_data/assets/pdf\\_file/0013/2317/diabetes\\_and\\_healthy\\_food\\_reprint\\_051107.pdf](http://www.diabetes.org.nz/_data/assets/pdf_file/0013/2317/diabetes_and_healthy_food_reprint_051107.pdf)
- Ina te Kai Ora - [http://www.diabetes.org.nz/\\_data/assets/pdf\\_file/0010/2404/Healthy-Food.pdf](http://www.diabetes.org.nz/_data/assets/pdf_file/0010/2404/Healthy-Food.pdf)
- Pre-diabetes - [http://www.diabetes.org.nz/\\_data/assets/pdf\\_file/0020/2297/prediabetes180308.pdf](http://www.diabetes.org.nz/_data/assets/pdf_file/0020/2297/prediabetes180308.pdf)
- Diabetes & Physical Activity - [http://www.diabetes.org.nz/\\_data/assets/pdf\\_file/0019/2368/diabetes\\_and\\_physical\\_activity\\_221107.pdf](http://www.diabetes.org.nz/_data/assets/pdf_file/0019/2368/diabetes_and_physical_activity_221107.pdf)

#### NATIONAL HEART FOUNDATION:

- Heart Healthy Eating - [http://www.heartfoundation.org.nz/uploads/A5%20Heart%20Healthy%20Eating%2009%2011\(1\).pdf](http://www.heartfoundation.org.nz/uploads/A5%20Heart%20Healthy%20Eating%2009%2011(1).pdf)
- Weight Management - [http://www.heartfoundation.org.nz/uploads/Weight\\_Management\\_A5.PDF](http://www.heartfoundation.org.nz/uploads/Weight_Management_A5.PDF)
- A Guide to Heart Healthy Eating - [http://www.heartfoundation.org.nz/uploads/A\\_Guide\\_to\\_Heart\\_Healthy\\_Eating\\_201021.pdf](http://www.heartfoundation.org.nz/uploads/A_Guide_to_Heart_Healthy_Eating_201021.pdf)

## NEW ZEALAND FOOD SAFETY AUTHORITY:

- Meet the Bugs - <http://www.foodsmart.govt.nz/elibrary/consumer/meet-the-bugs/meet-the-bugs.pdf>
- Understanding Food Labels - [www.foodsmart.govt.nz/elibrary/consumer/understanding\\_food\\_labels.pdf](http://www.foodsmart.govt.nz/elibrary/consumer/understanding_food_labels.pdf)
- Food Safety for Seafood Gatherers - [http://www.foodsmart.govt.nz/elibrary/consumer/food\\_safety\\_seafood.pdf](http://www.foodsmart.govt.nz/elibrary/consumer/food_safety_seafood.pdf)
- Eating Safely with Food Allergies - [http://www.foodsmart.govt.nz/elibrary/consumer/eating\\_safely\\_when.pdf](http://www.foodsmart.govt.nz/elibrary/consumer/eating_safely_when.pdf)
- UMU Pasifika: Food Safety for Pacific Peoples - <http://www.foodsmart.govt.nz/elibrary/consumer/food-safety-pacific-umu-pasifika/umubook.pdf>
- Food Safety Practices in Preparing and Cooking a Hangi - <http://www.foodsmart.govt.nz/elibrary/consumer/food-safety-practices-hangi-guide/hangi-guide.pdf>
- Food Safety Low Immunity - <http://www.foodsmart.govt.nz/elibrary/consumer/lowimmunity.pdf>
- Food Safety in Pregnancy - [http://www.foodsmart.govt.nz/elibrary/consumer/Pregnancy\\_booklet\\_revised\\_Aug08.pdf](http://www.foodsmart.govt.nz/elibrary/consumer/Pregnancy_booklet_revised_Aug08.pdf)
- Food Safety in the Home - <http://www.foodsmart.govt.nz/elibrary/consumer/food-safety-in-the-home.pdf>

## Posters

### MINISTRY OF HEALTH:

- Food for Health - <https://www.healthed.govt.nz/resource/food-healthkai-pai-m%C5%8D-te-hauora-0>
- Healthy Food and Drinks (English) - <https://www.healthed.govt.nz/resource/healthy-food-and-drinks-%E2%80%93-english-version>
- Healthy Food and Drinks (Arabic) - <https://www.healthed.govt.nz/resource/healthy-food-healthy-family-arabic-version>
- Healthy Food Makes Us Grow (Persian) - <https://www.healthed.govt.nz/resource/healthy-food-makes-us-grow-persianfarsi-version>
- Servings Per Day - <https://www.healthed.govt.nz/resource/servings-day-%E2%80%93-how-much-do-we-need>

### NATIONAL HEART FOUNDATION:

- Eat for Health - [http://www.heartfoundation.org.nz/order-resources/product\\_list/category/healthy-eating-resources](http://www.heartfoundation.org.nz/order-resources/product_list/category/healthy-eating-resources) (postage and packaging)

## Other Resources

### TE KOROWAI HAUORA O HAURAKI

- Kia Kaha Te Kai Cookbook - <http://www.korowai.co.nz/resources/kiakahatekai-web-final.pdf>

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- 6 Hay, D.R. (2004). Cardiovascular disease in New Zealand 2004. Technical Report No 82. Retrieved from [www.nhf.org.nz/Index.asp?pageID=2145828145](http://www.nhf.org.nz/Index.asp?pageID=2145828145) 21 January 2010.



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