Healthy Beverage Initiative

Implementation guide to an organization-wide removal of sugar-sweetened beverages.

Leeane Jensen, MPH
Casey Palmer, RN, MS
Healthy Beverage Initiative: Implementation Guide

Contents

WHAT IS A HEALTHY BEVERAGE INITIATIVE? ................................................................. 4
HEALTHY BEVERAGE INITIATIVE TOOLKIT .................................................................. 4
UCSF HEALTHY BEVERAGE INITIATIVE ...................................................................... 5
STEP 1: DEFINE SUGAR SWEETENED BEVERAGE ....................................................... 5
WHAT ABOUT DIET OR ARTIFICIALLY SWEETENED BEVERAGES? ....................... 6
STEP 2: STAKEHOLDER ENGAGEMENT ..................................................................... 7
LEADERSHIP ENGAGEMENT ...................................................................................... 7
ORGANIZATION-WIDE ENGAGEMENT ...................................................................... 8
Education: .................................................................................................................. 8
Addressing Personal Choice: ..................................................................................... 10
VENDOR ENGAGEMENT ............................................................................................. 10
Education and Collection of Feedback: ................................................................. 11
Messaging: ................................................................................................................. 12
STEP 3: COMMUNICATIONS & IMPLEMENTATION ....................................................... 13
VENDOR COMMUNICATION PLAN: ........................................................................ 13
A Closer Look: Step-Wise Communication Plan ....................................................... 15
STEP 4: EVALUATION/COMPLIANCE .................................................................... 18
COMPLIANCE ........................................................................................................... 18
EVALUATION: ............................................................................................................ 19
Purpose:

The general purpose of this guide is to assist users in successfully planning and implementing a Healthy Beverage Initiative of their own. This guide summarizes the approach used by the University of California, San Francisco in 2015 to successfully remove the sale of sugar sweetened beverages from all campuses. A supplementary toolkit of additional Healthy Beverage Initiative resources is available online for anyone to use at http://sugarscience.ucsf.edu/resource-kit.
What is a Healthy Beverage Initiative (HBI)?

Americans consume an average of 19.5 teaspoons of added sugar per day and the main source comes from sugar-sweetened beverages (SSBs), including sodas, sports drinks and energy drinks. Behavioral economics research has shown that people tend to make beverage choices based on convenience and accessibility. By making it easy to purchase healthy beverages while opting out of promoting sugar-sweetened ones, organizations can use their procurement powers to promote health.

More and more workplaces, schools and health systems are choosing to stop selling sugar-sweetened beverages while promoting healthier options. This can be done without limiting individual choice: individuals can always bring in their own sugary drinks even if they aren't sold by the organization.

Your organization can be a part of the effort to reduce sugar consumption while promoting health. Use this guide and our HBI Toolkit to launch your own Healthy Beverage Initiative.

Healthy Beverage Initiative Toolkit

The Healthy Beverage Initiative Toolkit is a publicly available, web-based toolkit, which contains implementation resources that can be customized and used by anyone considering implementation of HBI. The toolkit resources were developed and used during UCSF’s Healthy Beverage Initiative that began in 2015. These resources will be highlighted throughout the guide and are available for use and download at http://sugarscience.ucsf.edu/resource-kit.

Box 1. Toolkit Resource List

HBI Toolkit includes the following resources:

1. How to implement HBI – step by step
2. Model policy
3. Alternative drinks knowledge for vendors
4. Alternative drinks list
5. Email announcement from senior leadership
6. Email stock languages
7. Frequently asked questions
8. Vendor Training Handout
9. SSB Phase out schedule
10. HBI commercial video
11. Example website content
12. Customizable PowerPoint
13. Customizable marketing materials (table tops, clings, posters)
Healthy Beverage Initiative

Motivated to model the organization’s mission of *advancing health worldwide*, the University of California, San Francisco (UCSF) removed the sale and service of SSBs from all of its retail, vending and cafeteria shelves in both the University’s campus and medical center locations on July 1st, 2015.

This how-to guide summarizes the strategy used by UCSF in implementing its Healthy Beverage Initiative in 2015. The process is described in four steps that include defining a SSB, engagement of stakeholders, communication and implementation plans, as well as evaluation and compliance (Figure 1).

**Figure 1. Strategy at a glance**

1. **Define SSB**
2. **Stakeholder Engagement**
3. **Communications & Implementation**
4. **Evaluation & Compliance**

**Step 1: Define Sugar Sweetened Beverage**

Before starting a HBI, a definition of a sugar-sweetened beverage that best suits the needs of the organization should be created. A definition should be formulated utilizing experts in relevant fields. We found it appropriate to engage UCSF’s employee wellness program, retail and nutrition services, and faculty experts on policy studies to help shape the definition. After some research, the best and most appropriate definition for UCSF was as follows:
Sugar-sweetened beverages (SSBs) include all sodas, fruit drinks, sport drinks, low-calorie drinks and other beverages that contain added caloric sweeteners.

Sugar Sweetened Beverages examples:
- Soft drinks / Non-diet Sodas
- Lemonade / Fruit Punch
- Flavored Milk
- Fruit and/or vegetable based drinks of less than 100% juice with added sweeteners (including sparkling drinks and smoothies)
- Energy drinks
- Water with added sugar (i.e. Vitamin water)
- Sports drinks
- Sweetened coffee / tea drinks

What about diet or artificially sweetened beverages?

In designing the definition of a sugar sweetened beverage, it is important to decide if diet and artificially sweetened drinks should be included under the SSB definition or not. Because the scientific evidence on diet sweeteners is not yet comprehensive, the decision was made to exclude artificially sweetened beverages from the SSB definition at UCSF. However, even though diet drinks were not considered SSBs and continue to be sold, UCSF highlighted them as ‘alternative choices’, while promoting other healthier options. Below is one way to organize and present the ‘smart choices’ to vendors and consumers.

Useful resource available to download from HBI Toolkit:
- List of SSB alternatives
Step 2: Stakeholder Engagement

Leadership Engagement

Suggested Timeframe: begin 6 months before HBI launch date

After the definition of a SSB is determined, the next step is to vet the proposal with key senior leadership of the organization. In our case, we decided to begin our vetting process with the Chief Medical Officer, Associate Medical Officer, Chief Human Resources Officer and Senior Vice Chancellor of Finance and Administration.

It is important to gather pertinent scientific evidence and have at least one key researcher or sugar expert to deliver the presentation along with the person(s) who will be spearheading, operationalizing or implementing the initiative. The presentation is best given in-person, via PowerPoint slides. We found that a time block of at least 30 min was required for this meeting. You’ll want enough time to engage the leaders in discussion and to clearly articulate that you are seeking their feedback on our proposal and plan.

In our case, we used this presentation opportunity to highlight the following:

- The proposal to remove sugar sweetened beverages and the definition of SSBs
- Evidence based research linking SSBs to negative health outcomes
- Benefits and rationale of implementing (i.e. modeling the organization’s mission, redefining health care, opportunity to educate, opportunity to be a leader, etc.)
- Addressing potential concerns (i.e. potential losses in revenue, how to address “freedom of choice”, details about current vending/retail/food service contracts as it pertains to including a change notation).
- Examples of other organizations who have successfully implemented similar initiatives (we modeled after University of Michigan).
- Proposed implementation timeline
- Proposed complimentary associated education plan

Suggested Timeframe: begin 6 months before HBI launch date
• Any questions or items you have for leadership to consider (i.e. what about diet and artificially sweetened drinks? How would you like us to move forward?)

In our experience, we found it to be important that the presentation to senior leadership take a positive tone and focus on the health improvement outcomes this initiative can influence, rather than a focusing on what you would be removing from the environment.

Senior leadership will most likely be curious about any change in revenue that will result from removing these products from the environment. Providing them with a detailed analysis of current sales, compared to prediction of how sale might change over time will be helpful. In our experience, it was best to model our predictions after another, similar organization who has successfully implemented a healthy beverage initiative. As anticipated UCSF saw a small decrease in sales within the first year, but recovered these losses in the second year.

In our experience, it was equally important to highlight the plethora of over 200 drink products that would be acceptable within our definition. This granular detail helped ease concerns over potential loss of revenue by highlighting that there are still plenty of drink options to sell under the HBI definition.

Organization-wide Engagement

Suggested Timeframe: begin 6 months before HBI launch date

The initial support garnered from senior leadership is necessary in order to combat any resistance that may later come from employees. It may be important to some senior leadership that the new policy be vetted widely throughout the organization before moving forward, even though they themselves may be in strong support of the initiative. In our experience, we found that organization-wide vetting helped to mitigate the risk of severe pushback from staff, given that people felt heard and informed before any changes occurred.

Vetting through employees occurred over a 6-month period and was carried out through in-person presentations at existing manager and staff meetings. Requests to present and discuss the proposed healthy beverage initiative were sent to the area managers responsible for the existing meetings. All managers welcomed the topic on their meeting agendas.

Education:

Education on the harmful effects of liquid sugar was explained to faculty, staff, and student at UCSF through a series of in-person meetings addressing the following items, in the following order:
• What is a sugar sweetened beverage?
• Why and how are they harmful to health?
• UCSF wants to model health by removing these drinks from sale and service, and
• Freedom of choice will be maintained

We requested 20 minutes on the agenda of any planned upcoming major department meetings. It was important that these meetings were carried out in person. We designed PowerPoint slides which included evidence based facts, the rationale and connection to UCSF’s mission of advancing health worldwide, a 2-minute custom made animated video and educational handouts from SugarScience.org that further explained the science and positive tone behind the initiative.

The inclusive nature of these meetings allowed for the development of a policy that was both top down and bottom up in approach. By including collective input from all levels of the organization prior to implementation our organization was able to establish a culture of good health practices, without being punitive or draconian.

Useful resource available to download from HBI Toolkit:
• Customizable PowerPoint
• Generic commercial video
• Model policy

The vetting process with staff and management was tedious and time consuming, taking about 6 months to complete, but in the long run, was well worth the time. Addressing any concerns from staff upfront at these early meetings, rather than after the Healthy Beverage Initiative implementation occurred, ensured that the appropriate decisions had been made in a thoughtful and inclusive manner. Vetting the proposal early on also provided leverage to say that the decision and process was collective in its approach, rather than one person (or one group’s) idea.

The vetting and education process started with key stakeholder and management groups on campus. A key insight was to never assume people know ‘why’. We were surprised that across all stakeholder groups there was at least some gap in awareness on the negative effects of consuming sugar sweetened beverages. We quickly realized that in order to gain any traction with stakeholders, we had to also embed basic SSB education into the vetting process.

All vetting feedback was compiled into a final report that also included current sales data and an extensive list of drinks that are currently being sold. This report was presented in person to the original leadership group to which we had pitched our proposal (CMO, ACMO, CHRO, and SVC), 6 months after our original proposal. It was at this point that a final decision was made by these leadership to move forward with implementation.
They felt strongly that this change should not be a mandate on the food vendors/food service operators but rather we should find a way to get them to voluntarily participate or comply.

Addressing Personal Choice:

Losing freedom of choice was the first concern raised by the UCSF population. Employees, patients and visitors worried that the proposed Healthy Beverage Initiative would include policing and/or judgment if they chose to bring their own SSB to campus. Incorporating this feedback, the UCSF healthy beverage initiative made sure to maintain freedom of choice, allowing anyone who works or visits the organization to bring or drink their own SSB on campus. UCSF found that by addressing this message of freedom of choice upfront, and into the early communications, it helped keep freedom of choice concerns minimal, as well as allowed for ease of acceptance of the planned initiative. We found it is was important to address these concerns early and often.

Therefore, it is recommended that the very first message put forth to the affected community is that your organization chooses to remove drinks for sale and service on campus but that everyone is still welcome to bring or drink a sugar sweetened beverage on campus.

Vendor Engagement

Suggested Timeframe: 6 months before HBI launch date (retail management team)
1 month before HBI launch date (front-line vendors)

Engaging retail vendors, hospital cafeteria workers, and store front owners was of most critical importance to our implementation plan and took the most significant amount of time during the entire project. A carefully crafted and thoughtful communications and education plan, specific to customer service, sales and the sensitivity to changes was designed.

The initial vendor engagement occurred with vendor leadership starting about 6 months before the official launch date so as to inform and collect feedback on the upcoming initiative. UCSF’s retail management team was responsible for informing the front-line vendors of the upcoming initiative. Following this, about 1 month before the launch, the HBI team revisited each vendor, to engage the front-line workers so as to aid in the preparation and keep ideas about the initiative fresh, right before the launch. In each case, education and collection of feedback on how this will affect operations, were key components of engagement. Note: specific details on the strategy of SSB removal from shelves are addressed in Step 3: Communications and Implementation.

For some organizations, vending machines may be a significant source of SSBs. Communication with vending providers is a key component of the vendor engagement.
process and should similarly be given adequate time and consideration. In our case, we found it useful to use a phased approach, removing SSB’s from vending machines by building. This was then closely followed by the on-site vendor removals from the same buildings.

Education and Collection of Feedback:

The Wellness team prepared a short PowerPoint deck for vendors that included the definition of a sugar sweetened beverage, why SSBs are particularly harmful to health, as well as what specific changes to beverages we are asking each retail location to make. To put this information into a positive and motivational light, a short commercial was made to share as part of these presentations.

Additionally, the Wellness team provided a product list of over 200 healthy alternative beverages that the vendors could consider selling at the onset of the initiative and offered ongoing assistance in guidance on beverage products. Members of the Wellness team made themselves available to host a booth at each vendor storefront to answer customer questions at the onset of the initiative. Cold case and window clings, as well as table tent fliers explaining the healthy beverage initiative, were distributed to each retail and cafeteria to display. These communication pieces assisted the vendors with explaining the reasons for the removal of SSBs.

To prevent vendors from feeling burdened by having to educate customers on the changes we asked them to hand out brochures with additional information that pointed customers to the HealthyBeverage.ucsf.edu website that housed “Frequently Asked Questions,” the short commercial, and contact information to the wellness team who could address their questions and concerns appropriately. This strategy greatly lifted the burden from the retailers and made the act of removing of the drinks seem more amenable to them.

While we were required by our leadership to obtain voluntary participation from our vendors to initiate the beverage changes, we aimed to include language in any new or renewed leases that require vendors to comply with the Healthy Beverage Initiative as part of their general lease agreement, moving forward.
Messaging:

The primary concern in launching the Healthy Beverage Initiative was ensuring that all constituencies were aware of the necessary changes and action steps prior to implementation. These specific communication strategies to staff included, email announcements, in-person staff presentations, as well as a visual education campaign that would be posted on and around places food and drinks are found. The visual and educational materials should address the changes in beverage choice as well as some information on the health effects of sugar consumption. Equally important was communicating about the change to the environment and educating about the health effects of sugar consumption.

Messaging should be framed up to support the rational for making the change. Including modeling the organization’s mission, vision, values, employee health and wellness, etc. All messaging is best focused on the positives. Stay away from communicating that you are removing or taking something away that used to be there before. Avoid using words such as ‘eliminating’, ‘removing’, ‘banning’ in communications. Instead capitalize on words and phrases that frame the initiative in a positive light and highlight the benefits of providing a healthier environment. Choosing statements as, “UCSF will only sell healthy drinks on campus” was a great way for us to communicate that the SSBs were leaving but that we are in turn doing something good for your health.

Useful resource available to download from HBI Toolkit:

- Customizable PowerPoint
- Alternative beverages list
- Customizable marketing materials (clings, table tents, posters)
- Frequently asked questions
- Example website content
Words Matter: Framing your message

With any change, the framing of the effort is critically important. Spend ample time brainstorming with your stakeholders on how your organization should frame the messaging and run through scenarios of how different population groups will potentially receive the message, the way you are proposing to deliver it.

Another internal audience to consider is patients. For healthcare organizations, it may be important to place information in admissions packets about the changes. Additionally, the best way to educate patients is through their physicians. A training around how to communicate the beverage changes to patients may be necessary for medical staff, including doctors, nurses, registered dietitians, pharmacists, technicians, and clerks. This training could be as simple as an informational handout that can be provided to patients, to ensure the message being relayed to patients is consistent among all medical providers.

Step 3: Communications & Implementation

Vendor Communication Plan:

Suggested Timeframe: 3 months (16 weeks) before HBI launch date

For some organizations, it may be ideal to remove all SSBs from all shelves in one day. For this approach, it is best to pick a date that best suits your organization and prepare your vendor and retail teams accordingly. To ensure that enough prep time is given to retailers and food service operators, we found 3 months advance notice to work well. This will allow the operators to prepare future drink orders with their manufacturers. This 3-month window also gives sufficient time for the implementation leads to educate the vendors and operators and work with them to begin posting communications to customers that a change is coming.
These communications materials should be displayed at point of sale and on drink cases and refrigerators. These communications should be similar in tone to the communications we discussed earlier in this guide; positive in tone and focused on health.

Useful resource available to download from HBI Toolkit:
- Alternative beverages list
- Customizable marketing materials (clings, table tents, posters)
- Frequently asked questions
- Vendor communications template

In our experience, we found that eliminating all drinks from all shelves in one day was not feasible for UCSF. Because UCSF is spread out over multiple campus sites with both internally operated cafeterias and franchised vendors, operations were not streamlined. Additionally, due to the geographical proximity challenges it made it impossible for our implementation team to be at all locations on the same day to ensure implementation went smoothly. Coincidentally, we found it was also ideal to phase out the drinks over a period of time because it allowed the vendors and operators to have some autonomy over the development of their own implementation timeline. This helped them maintain more routine business operations during the implementation.

We established a phase out timeline of 16 weeks for UCSF. Based on the locations geographical proximity we grouped vendors into one of the 4 week windows within that 16 weeks. Each vendor was able to choose how they would like to phase out their drinks, as long as their last SSB was removed on the final day of their 4-week window. Each vendor was required to submit their plan to us, through a timeline template that was created. This template not only captured for us when their last drink would be off their shelves, but also how many marketing and communications materials they would like us to provide and what drinks they planned to sell once the initiative was live.

This information was extremely helpful to us, so we could not only help support the vendors and operators as they phased out drinks, but also so we could hold each area accountable to compliance and line up our communications to employees at each of those associated campus locations.
Based on our positive experience implementing the Healthy Beverage Initiative (HBI) at UCSF, we recommend a step-wise communication plan that begins very early in planning phase and extends well beyond the launch date. Each step required thoughtful consideration of how the HBI team could support implementation that catered to the needs of stakeholders. Conducting the communications efforts, in the below sequence, helped inform all major constituent groups, as well as engaged the appropriate partners and audiences at the appropriate times.

A Closer Look: Step-Wise Communication Plan

1. Vendor/Food Operator/Retail Services communication
Before the HBI is launched, communications should begin between the HBI team and those involved in retail of SSBs to introduce and discuss the change (see vendor engagement above). Ideally this is conducted in person to allow for Q&A and open dialogue. This communication will need to be done in 2 parts. First, by the Retail Management Team to inform the food service lines of the change ensuing at the very early planning phases. Second, by the implementation team, to educate the food service teams on SSBs and HBIs and to prepare them and their outlets for launch. Below is a sample approach for each.

A. Inform

**Exception**

Special situations allowed patients to have access to a sugar-sweetened beverage on the UCSF medical campuses. For example, SSBs were kept on hand for very sick chemotherapy patients who had difficulty consuming other forms of food for calories. In such cases, the hospital staff kept small 8oz canned ginger ale and cola at the nurses’ station should patients request them. However, these drinks could not be ordered through patient meal service. The planning and communication for these exceptions involved the food service directors from each hospital, as well as the key leading physicians.
To: Front line food service operators, point of sale attendees, cafeteria employees, and franchisee owners and team.

From: Organization’s Retail Management Services department (ideally someone that has a relationship with food service operators in addition to being an informed stakeholder of the HBI).

Time Frame: Approximately 3-6 months prior to HBI launch is ideal timing.

Use this time to inform as many of the food services teams as possible. It is important that the news about the upcoming HBI change is relayed in a consistent manner with a consistent message and that each person hears the news from someone they trust, to help avoid assumptions and hearsay. It is also important to make sure that the teams feel heard and can address any concerns or questions they have, as well as supported as they work to make the upcoming transition of beverages as seamless as possible.

B. Educate and prepare

To: Front line food service operators, point of sale attendees, cafeteria employees, and franchisee owners and team.

From: HBI Implementation team members (1-2 members)

Time Frame: Approximately 2-3 months prior to HBI launch is ideal timing.

Use this time to educate the food service teams on the harmful effects sugar sweetened beverages bring to all members of the population and the health impact they will be contributing to by no-longer selling these drinks. It is also important to bring a physical list of several alternative drink products that are acceptable under the HBI and provide guidance on how to determine an SSB from drink labels.

At this same time, food service teams should start thinking about their locations’ launch date and what kind of additional communications support they prefer from you. (See Customer communications section below)

2. Organization wide communication

To: Entire employee population

From: Leadership

Time Frame: Approximately 1 month prior to HBI launch is ideal timing.

Once an implementation date is established and all implementation plans are confirmed with all stakeholders, an email communication should be sent to the entire employee population, by the organizations’ CEO/Chancellor/President. This communication lets the entire organization know that you are taking positive step in health and wellness by modeling a healthier environment. (A sample email announcement from leadership is available for download on the toolkit resource page).

3. Customer communication

To: Vendor customers

From: HBI Implementation team
**Time Frame:** On HBI launch, remain for approximately 6-12 months

At the point of sale, and on cold case drink cases, it is important to highlight to customers that “only healthy beverages are sold and served at [name of your organization].” It is ideal to do this by posting signs, and displaying informational brochures that customers can take with them. These should be displayed AFTER the organization wide communication is sent to all employees and AFTER food service operators are fully informed, educated and begin their locations’ HBI launch. Messaging should be positively framed and focused on health.

Example:

As a commitment to advancing health, only healthy beverages will be sold or served here.

To learn more: [your organizations URL here]

**Note:** It is important that the HBI implementation team provide these communications supports to the food service operators, so that the operators do not feel responsible for answering customer questions or coordinating the production of informational handouts. Additional considerations for supporting vendors and food service lines include tabling on site to answer customer questions on the first week of the launch so that the food service teams don’t feel overly burdened by the extra inquiries.

4. Prepare FAQs to answer inquiries

   **To:** Employees, vendors, customers and stakeholders  
   **From:** HBI Implementation team  
   **Time Frame:** After HBI launch

After communications are sent or conducted you should expect questions from employees, vendors, customers and stakeholders. It is in the best interest of the implementation team to prepare stock answers in each anticipated area, as you will likely see many of the same questions repeated.
Step 4: Evaluation/compliance

Compliance

Compliance with the Healthy Beverage Initiative—among vendors, vending machines, retail locations and hospital cafeterias—was evaluated by random spot checks by the UCSF Wellness team after the initiative was underway. These spot checks were intentionally random so that the vendors did not anticipate the audits and change drinks on their shelves accordingly. To conduct these audits, a member of the UCSF Wellness team casually entered into the retail locations and observed the drinks in the cold cases, on fountain taps, and on menus. Each drink being sold was scouted for added sugar in its ingredient label. If a lack of compliance was noted, the retail owners were approached and informed that ‘X’ drink had added sugar and was not allowable under the Healthy Beverage Initiative. The drink(s) in question were then immediately removed by the vendors. A follow up spot check was always conducted approximately 1-2 weeks later to ensure maintained compliance.

In total, UCSF accrued 12 infractions in compliance in the first 12 months of the initiative, across all 23 retail and cafeteria locations at UCSF. Infractions are considered to be the sale of any beverage that fell inside the UCSF definition of a “sugar sweetened beverage”, as we outlined earlier in this guide. In other words, this included any bottled, canned or pre-made drink that contains any amount of added sugar not naturally occurring from fruits or vegetables. At UCSF, each of the 12 sighted infractions over the first year of implementation occurred due to a lack of awareness, or an oversight, by the vendors. In an effort to provide variety to customers, it was typical for a vendor to regularly order new healthy beverage products to sell in their storefronts. When vendors are ordering these products they often do not realize that some have hidden added sugars in the ingredients label.

To get ahead of this oversight, the UCSF Wellness team provided a product list of over 200 healthy beverages the vendors could consider selling at the onset of the initiative,
and members of the team have been made available to vendors to provide guidance and consult on new beverage options.

Additionally, any new campus vendors are asked to submit a list of beverages they intend to sell for approval prior to their opening. However, vendors have ultimate oversight and decision-making authority for which products they choose to purchase from their supplier and several vendors chose to sell a few new products recommended to them by their supplier.

**Hidden Sugar**

Identifying hidden added sugars can be confusing and difficult for the layperson. Therefore, vendors needed to be educated by the UCSF Wellness team on the various names for added sugars and product(s) to watch for, especially as new products continue to be manufactured over time.

The large majority of our compliance infractions occurred within the first 6 months of the Healthy Beverage Initiative launch and the infractions became more infrequent as the first year progressed and as the vendors became increasingly more educated on various product types and ingredients.

In each of these infraction situations, the UCSF Wellness team always offered an alternative replacement drink to consider selling in its place. Offering replacement options that fall within the Healthy Beverage Initiative definition helps to provide the vendors with another sales option for their business, while also staying within initiative standards.

**Evaluation:**

To fully understand the impact of the Healthy Beverage Initiative on the UCSF community, the Wellness team joined forces with premier UCSF faculty to formally evaluate and study the effects of the initiative on our faculty and staff.

To conduct this IRB approved evaluation a random, representative sample of 2,500 employees was collected from Human Resources. One month prior to the launch the Healthy Beverage Initiative, the cohort was voluntarily asked to complete an online or paper survey that asked a series of questions. These questions ranged from current SSB drinking behaviors, cravings to drink SSBs, as well as attitudes toward the upcoming UCSF Healthy Beverage Initiative and changes to the drink menus.
Results

The data are currently under analysis and soon to be published in a peer reviewed journal. This section will be updated once the findings are published.