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**Dialogue4Health Web Forum**  
**Connecting Public Health and Food Service Operators: Tactical Steps to Sodium Reduction**

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1001 L Street NW, Suite 105  
Washington, DC 20001  
202-669-4214  
855-669-4214 (toll-free)  
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>> Hello and welcome to Connecting Public Health and Food Service Operators: Tactical Steps to Sodium Reduction. My name is Star Tiffany and I will be running today's web forum along with Holly. Closed captioning will be available throughout today's web forum Home Team Captions will be providing captioning. The text will be available in the media viewer panel. The media viewer panel can be accessed by clicking on an icon that looks like a small circle with a film strip running through it. This can be found in the top right hand corner of your screen. And on a Mac, should be located in the bottom right hand corner of your screen. In the media viewer window, you'll see the show/hide header text. Please click on this in order to see more of the live captioning. During the web forum, another window may cause the media viewer panel to collapse. Don't worry. You can always reopen the window by clicking on the icon. If you experience technical difficulties, please dial 1-866-229-3239 for assistance. Please take a moment to write that number down for future reference. The audio portion can be heard through computer speakers or head set plugged in to your computer. If any time you are having technical difficulties, send a question in the Q and A panel and Holly or I will provide the information to you. Once the web forum ends today, a survey evaluation will open in a new window, take a moment to complete the evaluation as we need -- sorry. Your feedback to improve your web forums. The recording and presentation slides will be posted on our web site at [www.Dialogue4Health.org](http://www.Dialogue4Health.org).

We are encouraging you to ask questions today. Type your question in and hit send. Please send your questions to all panelists. We will be addressing questions both throughout and at the end of the presentation.

We will also be using the polling feature to get your feedback during the event. Holly, can you please open poll number 1? Thank you. The first poll is on screen now. Please select your question from the available choices and click submit. I am attending this web forum individually, in a group of 2 to 5 people, in a group of 6 to 10 people, in a group of more than 10 people. Thank you for submitting your answer.

Once you are done answering the poll, click on the media viewer icon to bring back closed captioning.

It is my pleasure to introduce Kristy Mugavero. She leads the sodium reduction in communities program division for heart disease and stroke prevention. Before joining CDC, she began her career as a registered nurse in post-surgical cardiovascular unit. Please go ahead.

>>Kristy Mugavero: Hi, everyone. Good morning or good afternoon depending where you are located. Thanks so much for joining us today. I'm Kristy and I lead CDC's sodium reduction program. Thank you for joining today. As many of you know sodium reduction is a priority. About three quarters of the sodium Americans consume is from packaged and restaurant foods. In 2010 the institute of medicine recommended gradual reductions in packaged foods should be a strategy. Significant reductions in the population can be achieved with gradual sodium reductions across the food supply. Because working with the

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food service industry presents a new opportunity to work with nontraditional public health partners, CDC regulars the potential -- recognizes the potential by better recognizing public health. We are pleased to have this opportunity to work with the national networks with public health institute and culinary institute of America to provide a series of webinars that will provide you with information about working with food service providers to reduce sodium in meals and products sold. We are looking forward to this webinar today. The second in a series. I will hand it off to Christopher Kinabrew. Please go ahead.

>>Christopher Kinabrew: Thanks so much, Kristy. I really appreciate the opportunity to be a part of this second webinar in the series. And proud to collaborate with culinary institute of America and the Centers for Disease Control and prevention. We greatly appreciate the consulting services they have been able to provide to this webinar series as well as the initiative overall.

Before getting started, a few words about the national network of public health institutes for context. We and our member institutes are nongovernmental institutes and initiatives throughout all 50 states and our current membership includes 44 organizations. We also serve as the national coordinator for public health training working with ten training centers across the nation. And key components of our approach in this initiative and others are fostering a learning community for events like this webinar series and building bridges across sectors including collaboration with culinary institute of America. Today's presentation will stimulate great conversation and learning across food systems and health and appreciate you joining us. I'm part of a team that includes Kelly Hughes who is going to be moderating some future webinars in this series as well as Josh Jennings, our program consultant.

Before we turn it over to Brad, I'm going to introduce Brad and Sanna and then we're going to move forward with a quick poll.

Let me introduce our key speakers for this webinar. Brad Barnes who is director of culinary institute of America's consulting programs. Hyde park New York campus and he's responsible for oversight of food enthusiast program, pro chef certification and custom professional training and consults with a variety of clients including this initiative.

Also pleased to have Sanna Delmonico. She is the senior manager of culinary nutrition for strategic initiatives. Her bio is up on the screen. She's a pediatric dietician for many years and published a newsletter for parents in pediatric nutrition professionals called tiny tummies. We look forward to Sanna speaking with Brad today.

We'd like to do a second poll to get a better understanding of the audience for this webinar as well as to help inform this initiative moving forward. So I will go ahead and read the poll and I believe Holly already opened it up. Poll number 2 is from your perspective, what is the role of the state and/or local health department working directly with food service providers to reduce sodium? And please select all that apply. A, to provide technical assistance to partners on sodium reduction strategies. B, to provide consumer level information and health promotion products. C, to monitor implementation of food service guidelines and nutrition standards. D, no role. E, other. If you choose

other, if you could please type your answer into the Q and A box on the right-hand side of the platform. We would like to hear your thoughts. So we'll leave that poll open for just a second.

We have a follow up poll and that's now on the screen. Poll number 2. It's a continuation. From your perspective, in any settings can state and local health departments have the greatest success in reducing sodium? Once again, select all that apply. The continuation poll choices are A, government work sites. B, private work sites. C, congregate meals. D, independent restaurants. E, independent corner stores. F, schools. G, hospitals. And H, other. Once again, if you're choosing other, please type your answer into Q and A.

So you'll have to -- just for additional instruction, you may need to scroll down on the polling side to see that second question in case you did not see that. So we'll leave those polls open for just a second. And there are the results on the screen on the right-hand side if anyone would like to look at the results.

So thanks for your answers there.

We'd also like to point out for this webinar that we do have closed captioning in the media viewer. And if you are interested in that, you can bring out that by clicking on the icon to bring back the media viewer with the closed captions.

Throughout the webinar, should you have questions, if you could please submit them using the Q and A feature on the right-hand side. And we will be triaging these questions and answering them the best we can. We encourage you to submit questions as specific as possible. And as the slide indicates, we would appreciate submitting the questions to all panelists.

At this point, I'd like to turn it back over to Star and Brad and Sanna.

>>Sanna Delmonico: Good morning, everybody. This is Sanna. I'm so glad to be here. We're going to be talking about sodium reduction in food service and here's our photos again.

>>Brad Barnes: Hello, everybody. Welcome. Thanks for joining us. We're looking forward to chatting with you today.

So to get started, we have another quick poll. We're getting a lot of info today. Just so you know, it's helpful to us to see this data that comes in. And then to use that as we move along in further development of these webinars. And how we can support you and your missions. So some things about you. Just, if you could, participate in this.

We'd like to find out, in general, with whom you are working. That can be non-commercial food service providers, commercial food service providers or private food service providers. And then as a follow up to that, about and to the best of your knowledge, how many do they feed at lunch? Just to give us a range of the volume these folks are generally dealing with.

So if you'll just take a look at that polling and submit your info, that would be great.

>>Sanna Delmonico: We want to talk about paradigm shifts in food service. And this is the graphic that was developed by our CIA healthy menus development

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collaborative which is a group of more than 30 companies food service operators and providers specifically. And this group got together several years ago and are looking at four big focus areas. One is sodium reduction. That's what they started with. Increasing produce on menus. Improving hydrocarbonate and develop solutions to challenges. The first thing at the top is identifying challenges. Secondly, gathering information and expertise and that's sort of the thing you are providing for your operators, experimentation in kitchens, evaluating those solutions. Do they work? Do they reduce sodium? And fine finally, sharing those successes and challenges. And you keep going around and around.

>>Brad Barnes: And it's a really important piece. We talked about how we can lend support to the grantees and all the folks working together to make this happen. The idea of how we cause a paradigm shift and implement true change has to be a systematic approach. And we'll certainly get into that more through the webinar. But so important to take a look at these steps. It's a super piece of reference, this slide. And to understand that we have to make sure everybody knows what we're after changing and what the reasons are for that and that it's positive change. And that change ultimately supports the evolution of the goal. And is also measurable. And then demonstrates and embraces the values we've decided to affect.

>>Sanna Delmonico: So here's a quote from one of our healthy menu researching and collaborative members. And see where the biggest sodium offenders were. We then began to work with the suppliers to those ingredients to get processed foods with less sodium. I have an example of one member who was looking through the menu dish by dish, ingredient by ingredient and realized they had a very high sodium chicken dish where there was a high sodium marinade as well as a high sodium sauce that was added at the end and they realized and experimented with this. They could eliminate the marinade and keep the other ingredients in the garlic and lemon. Simply by eliminating the marinade. And nobody noticed they had changed that item.

Just really careful look at the menu.

>>Brad Barnes: We've provided you with a couple key strategies in the webinar. Key strategy number 3 is going to be menu forensics. And again, in trying to figure out how we best can cause support from the grantees to the operators and the people we're trying to affect. We're trying to give you things you can grab on to and use as tools. And one of the things we believe you can be instrumental in is helping operators to commit menu forensics. It's digging into the menu and understanding all the parts and pieces and understanding where the best opportunities are to tweak, change or create new less sodium preparations.

So the steps to that are to understand the composition of the menu and the ingredients that support the menu. And that does take a little research. And it's also something when we ask operators to look at this, it takes them time to do that. So there is a way you can support them and alleviate some of that time

spent. And the spots, we'll discuss those later as to how they may surface. But ultimately, the first step is having the right information and being able to help the operators understand how to change it.

Creating value driven adjustments. Much later in the discussion today, we're going to talk about exactly what we're expecting these operators to do and what that means to them. At the end of the day, everything that we do needs to create a value driven or value perception for their customers, their clients or their constituents they serve every day.

Reposition, replace, and supplement is really the crux of this strategy. So we have to find out where the opportunities are, work with those, replacement and supplement them.

So if we look at something that's relatively simplistic example, we all know there's great cheeseburgers out there and most of us on the phone enjoy those. As do so many of the people that we're trying to help lower their sodium intake. One of the best ways we can approach that is caused a value transition. That is to say we know we love the cheeseburger, we create options to pose against that to take people's attention away from it. Because it just looks so good and it is so good. In this example, we take the cheeseburger, we make the bun a bit smaller, thinner, if you will. Potentially lighter depending how it is prepared meaning there is more air in it. Meaning less sodium. Instead of salting the meat, we use spices. And those spices could reflect any number of ethnicities or profiles. In this case, maybe it's the idea we give it Indian or Mediterranean flavor. We use regular cheddar cheese but a little less. A little less bacon. And then we create a spread that is tasty and brings all types of new flavors to this burger and an additional thing for us to talk about when we try to sell it. So it's made of Greek yogurt, a little mustard, again some of the spices in the meat. And then we take and use our skills in the kitchen to make an icebox pickle so we're not using a commercial pickle. When we use those pickles into the refrigerator, the necessity of salt is not really needed. So we make a flavorful liquid and that is comprised of vinegar and seasonings. We can use any vegetables and let that flavor in the refrigerator. We're going to explore this more as the series goes on. Ingredients in general come in two varieties or a combination variety. And that is they either provide flavor or they provide functionality as salt does much of the time from a chemical stand point or a process stand point. Or they do a little of both. And we'll learn more about that function versus flavor as we go along.

>>Sanna Delmonico: That was such a great example of a change in a menu item where the change can also provide marketing strategy. We'll come back to that later.

This is just a reminder about our healthy menus research and development collaborative. Looking at improving the helpfulness of menus. Let me share with you slides that are reflect to a survey we did. Actually, it was in late 2012. So right at the beginning of the process, that strategic process of gathering information phase. Gathering information about what our healthy menus research and development collaborative numbers are doing. We have a research partner we work with. These slides are thanks to them. The first thing

we really wanted to ask was do you believe the focus on sodium reduction is a short-term fad that will dissipate or a long-term trend? Most of the members agreed it was a long-term trend. That was our first question for them.

And then we asked about what kind of participation we had in the national salt reduction initiative. What were the strategies? Were they using it as a strategy or a model. About a third were participating. About 10% or 15% were not. And many of them, almost two thirds had a sodium reduction strategy but not participating in the initiative. But most of those were definitely using the NSRI as a model for their sodium reduction efforts.

So then we asked well, what do you see as the things or the menu items you could focus on for sodium reduction? It was a select all that apply question. Select all the categories you are going to work on. And you can see where people answered. We said among those, what are the easiest things? And really the answer came back were the things they were purchasing as processed but they could do in-house or alter in a way to reduce the sodium. That included sauces, salad dressings. Things they were easy to alter or do in-house. And the hardest things in the peach color were things where they relied on manufactured products that were harder for them to do in-house and reflects the sodium providers we talked about in the last webinar. Yeast breads, deli protein and pizza which includes bread and processed meats and cheese. Those are the things people perceived as the hardest things. Not that they weren't going to work on those. But the things that were the highest hanging food. The most difficult to work on.

>>Brad Barnes: And this is great data here. Part of this idea of functional versus flavor. It's important to remember that in canned goods and specifically, most importantly in yeast-raised products, salt provides a very important functionality when it comes to how the yeast develops the gluten in the bread and how the structure of that bread is formed. And how it actually finishes up and tastes. It's interesting to know that in central Italy, they don't use salt or use very little salt in bread. And it's not really similar to most breads that you would expect to have. So if you have ever visited there and maybe you are eating the bread and say I thought Italian bread was this delicious chewy thing and it's not really like that, that was part of what happens there. They typically don't use very much salt, if any, in the bread.

>>Sanna Delmonico: Yeah, that process requires a lot longer fermentation. So time is money.

>>Brad Barnes: Those three slides showed us a good lead in to this. The opportunities for alterations in their menus are difficult for folks to understand. And a team effort, a collaborative effort between grantees and operators is probably the best suggestion. Taking the data from those slides and saying that dressings, soups and sauces are probably really good players to look. And then, how do we think about new menu additions?

To remember as we go through these that all the ideas that we have and all the ways we're asking folks to change translate directly to business decisions for them. And the changing and costs with new implementations or changing

operations. And be very aware of that. As you all are aware, and we've heard this on other calls, cost is a big issue. It's also about labor costs which are much more impact full and much more volatile than food costs will ever be. And to be able to cite the reasons that folks have made these adjustments and talk to the idea that these types of things are taking place in very successful organizations such as Sanna's mentioned in the healthy menu's collaborative, those are no small group of companies and all working towards these types of things incrementally and strategically and tactically implementing them so that change is made and solid and sticks. And it meets the goals we've lined out.

So with that in mind, simple thoughts as far as where do we find this idea of conversion? So if we think of pasta, something they know and love, but it is at the end of the day, it's salt upon salt upon salt. There's cheese in there, there's canned tomato sauce. And then, there's lots of luscious fat that enhances that. A lot of it is good fat. So if we think about that dish and we think about how can we maybe put something together that causes folks to notice it and say that may be really good, we can shift to fresh. And we shift to fresh from a stand point of a philosophical approach to a dish. If we take that delicious penne vodka and say the components here have to do with cheese and dairy product and tomatoes and pasta and olive oil. So we say let's make something that's going to attract people every bit as much, going to be delicious but it doesn't have that canned tomato sodium aspect. So we're going to drop that one out. We take the penne pasta and chop fresh basil and still use the olive oil and use black pepper. And then we, of course, use grated parmesan and we toss this all with chopped cherry tomatoes. So we get that tomato component. We get a fresh looking dish and every bit as delicious but you can see we've cut out cream and we've cut out the sodium in the canned tomato product. Some operations you may find, why don't you make your tomato sauce? Even if they did that, they are going to use canned tomatoes to make it. Very few operations would end up using fresh tomatoes. That's quite a process to use that. We have to figure out other strategies that's delicious and attractive to customers and push penne vodka to the side for a little bit.

These are strategies to enhance the business and meet our goals.

Another thing I always see when I tour various operations, colleges, universities, military, that have these straight normal salad bars and people use them but they are generally finished with crunchy things. And I like to put that and talk about that. How do we change the crunchy things? They are usually nutty flavors and have a predominant flavor to them. And I'm talking about things like salted sunflower seeds or bacon bits whether they are real or vegetable based ones. And premade croutons. All full of sodium. How do we cause those things to happen in different ways without the sodium? Lots of opportunities to byproducts that are not terribly salty that crunch and have flavor and great on salads whether it's some of the freeze-dried corn or peas or some of these things put out there. Dehydrated kale chips. There's always the ability to take every operation that has left over bread and can be chopped and crisped. Flavored and put on the salad bar showing a little bit of craft. Bacon bits are something that are hard to pose against. If you put different toasted nuts you've



toasted yourself and not processed and not coated with salt, you can always use spices to season those.

So there's a lot of opportunities to change those crunchy things. And you can be quite creative doing that. Dressings. We want to bring up the idea of taking bottled dressings which are critical and diluting flavors with clean ingredients. If we take a quart of ranch and put a pint of Greek yogurt and a nice big handful of fresh chopped herbs and a couple ounces with a citrus juice, we have diluted the sodium and added big fresh clean flavors to create a whole new dressing we could call our own.

>>Sanna Delmonico: That sounds delicious. Love that. And I love your idea of the crunchy things. Salads are a great example of where sodium can build on itself without high sodium cheeses and crunchy things. Reducing significantly the sodium in the dressings and crunchy things is a huge first step.

So a little more about our healthy menu's research and development collaborative. Another question we asked our members is in sodium reduction strategy, what percent of the time of you reformulating existing items creating new items that will replace existing items and what percentage are you adding new items? You can see most of them, almost half, said they were altering or reformulating existing menu items. I have to say -- those surveyed on this survey. Since then, more of the operators are looking at new menu items. They can only go so far they can't change them. Or reduce high sodium ingredients. They just want those iconic classics they are used to. And so they are having more success with creating new items that compete with those classic items. As Brad said, rather than completely changing the penne dish, creating a new dish that can compete with it that's significantly lower in sodium.

>>Brad Barnes: It's a great point, Sanna. We're seeing more and more that we should usually elect to leave those classics alone. We can do little subtle things behind them to lower the sodium a bit. But at the end of the day, it's about offering great choices to these things and folks picking up every a week, they don't have the cheeseburger and maybe have something else. So it's all about little tweaks now and again. And using our creativity power to be able to offer great alternatives.

>>Sanna Delmonico: Here's a quote from one of those members that said challenging dishes with taste memory, our best success has been found in decreasing the portion sizes or decreasing the portion sizes. They love the dishes and have a real memory of the flavor of that. And those are the things that are some of the hardest.

Here's another poll for you. We'd like to engage you in this more. We want to know what you have seen? Are any operators that you are working with promoting healthy menu approaches? The fact they are reducing sodium or helping menu approaches in general? That's a yes or no. And are any operators promoting sodium reduction? Promote that as part of their marketing strategy.

The healthy -- on why are you engaging in sodium reduction strategy or why do you plan to do that. Most of them, over 90%, said it's a problem. We

believe high sodium is too high and need to be reduced. They also felt that it creates goodwill even if some of those items are weak sellers. On the next slide, I highlighted the things that I think indicate are hesitancy to share this information with their customers. They don't really see strong guest demand for sodium reduction or a quarter say it provides a good marketing story. Most of them feel like this isn't something they would promote. That this is not going to be a good marketing strategy or story overall.

We wanted to ask you about that as well. And as a result, less than half plan to or currently communicate sodium reduction strategies to their guests. This was really something they were doing in a stealth way. So it may not be something you've heard about that's happening among those specific companies.

A great quote from one of our members. You can't talk about what it doesn't have-you must talk about what it does have. The valley, the story, in what is there and how wonderful it sounds rather than what is not there.

>>Brad Barnes: That's really great. At the end of the day, everybody in this business is out to please their guests. And attract more guests. From a basic stand point, I've been a cook since I was 14 years old. And one of the reasons we cook and get our professional satisfaction and personal satisfaction from is folks liking what we made. Pretty straight forward concept. One of the things we fear is people not liking it. How do we get people to change what they are doing? If we speak to the deliciousness and think about designing menu items of place of flavor and craft through flavor and craft, then we're going to end up with things delicious and make sense and people enjoy. The cook's happy. The people serving it are happy and the folks are pleased. So increasing plant based value fresh and well prepared plants opens up a whole new pallet. Seasonings and flavor profiles. Thinking about creating cultural highlights through seasonings in the flavor profiles and how we develop dishes we've talked about it as far as spices and seasonings. And the paradigm shifted to what the dish attributes are. And not talking about we took salt out. Or using less salt. Or calories are down here. Or it's good for you. We made a delicious dish you are really going to enjoy. And if the conversation comes up, by the way, there's really interesting attributes behind the dish. I thought as you can tell, we've got both sides of the story here, we have great data and we like to really continually in our world, we want to focus on speaking to deliciousness. Great things to think about. Hot and current and attractive to today's clientele. It is fresh herbs and Asian spices and anywhere in Asia. There's a plethora of things to deal with. Very interesting. And you can be sure customers are becoming more and more familiar with each of these items here. Barbecue. Not something that's based around salt. Tropical fruits, great for you. The idea of making things spicy. Obscure citrus, limes. There's a ton of limes and all getting to be appreciated, if you will. Whether it's limes or lemons. There's all these kind of different fruits we're finding from Asia and South America. The idea of applying char from fire. Everybody is well aware of the idea of grilling? Black garlic. Incredible ingredient. Agave syrup. Different salts. We don't mind using different salts. We finish with these salts and give a big salt pop without a

tremendous addition. Fermentation is getting to be popular. We talk about it so we can make our own pickles and ferment things at room temperature. Good fats are things that we want to add to people's diets. Cruciferous vegetables. Central American profiles are gaining traction in the food world. Chocolate. Something that Americans love and adds a whole different flavor profile. Even to savory dishes. And the idea of micro origins. If you do research and find some of the more interesting which I've seen out there in Singapore which was Peranakan cuisine, very interesting dishes you can read about and pull from. The internet is a great tool to explore. And that's what your customers are doing.

>>Sanna Delmonico: I just wanted to add on that slide, there's research that these things can reduce the need for sodium and with heat and herbs and spices. And a lot of these are functional in terms for sodium reduction as well. Serious affecting the paradigm and shifting the paradigm. We have to at the end of the day to be able to make an impact.

Another thing we want to make sure we talk about, as we're making change, we're not talking about what Sanna was speaking to. We're not saying tell them about all the salt that's gone. We're talking about speaking to the dishes. Marketing the dishes. Speak to the way the menu is changing. We're highlighting farm fresh produce and local growers. All these types of greens and things that can support diet and give you a bigger variety. Plants take a huge role in this. Plants offer us such a huge variety and love to create. If we start to take part of the plants and make new dishes in them, there is a creative process. Addressing the idea of ethology. What supports us best from a natural diet stand point? We should be eating plants, should be eating plants and animal protein. And all the good things out there that make food so compelling and delicious. I stress very much that learning to cook is a way of the future, if you will. Going to be an important part of our tool belt as great cooks and great chefs and being better at our profession. That's not going away. Certainly, understanding how to attract people with fun approaches. The idea of eating by color, make sure you eat a red, a yellow a green every day. That thing can be fun way to communicate to folks in a food service operation. May be a good way to adjust their diet. I had this chart here that shows us the idea of really how we built our desires. And starts with physiological steps to safety. We want to belong and part of the crowd and feel esteem from that belonging. And we've reached a place we feel good about ourselves. I thought it was an interesting piece here to speak to the idea of marketing. When we market, it's really a socio logical connection and comes from studying the way people work and receive ideas in an anthropological sort of way. Not to get too heavy. We have to think about that.

So an idea, and to take all that information. Certainly, we know that colors and flavors and the idea of how we describe a dish is what attracts folks and whether or not they like us or attracted to our food venue. So we think about something that typically the grilled chicken salad. I refer to it as food anomaly. Happened in early 80s and haven't been able to shake it. In a way, it's interesting how it's provided this unbroken desire for a single dish. We talk

about it as a grilled chicken salad. If we look at that and say grilled chicken and kale salad, red onions, oranges goat cheese and vinaigrette and increase the vegetable side and decrease the animal protein side, then we call it a winter kale salad. There's pickled red onions, oranges, goat cheese and then it's spiked with herb and spice grilled chicken. This slide was meant to demonstrate how we can just position things separately and make tweaks within the differences in that positioning.

>>Sanna Delmonico: Another thing we've learned with our healthy menu is about how measuring success. These are quotes from our members that success should be measured not only by how much sodium is reduced in a menu overall. But really about get satisfaction increases or stays the same and how increase stays the same. Really about nobody noticing or things improving. You have to look at food service operation.

And going back to what Brad has been talking about. Which were sodium reduction impact. And provided a large number of choices for them to choose from. And the number one strategy is flavor development that doesn't rely on sodium. Many of the things that Brad mentioned on flavor and deliciousness, roasting and caramelization are all really important flavor development strategies. It's about making sure that making sure culinary strategies are first and foremost and technique versus the crux of sodium. And preparation techniques. All are really important tools in the sodium reduction tool kit.

>>Brad Barnes: Great stuff. And very exciting from the stand point of those of us who make food for a living. So it's good news.

So one of the things we want to make very clear. And this is hopefully a tool that will support you in your discussions and in the way you think about the people that you are lending your ideas and support to. Key strategy number 4 is we need to contribute to sound business decisions. So as we come up with a great idea and say hey, what if we could affect this? At the end of the day, hey, look at this, really cool. Good idea. The open ray for has to look at that and say okay, how does it make any business better or my profits higher? I'm driven by a budget. I work for a company that mandates my budget and I have a budget. So how are your ideas supporting me in making a good business decision? It's going to be our job to figure out how to help create positive business decisions that achieve our goals. That's really our puzzle. Remembering that every change for an operator has to be based on a sound business decision. And behind every change is a list things could involve guest satisfaction one way or the other as well as cost changes and operational changes. And remember, those folks are always on a deadline. Always going to be 12:00 at the same time every day and we have to feed people. And feed them things they are going to love and come back.

One of the things that's critical in creating a paradigm shift are implementing change. Is getting by in. If you look at the idea and we've spoken to it in a number of different ideas. Is that when we ask you to change something, it's a business decision. It's an operational change. But there's people that have to make it happen. And as those people change their routine and do what they are doing every day and they do it differently with a level of

care, it's really important to talk about what those people are doing in order to make food and business better every day. Anybody embarking on lowering sodium is going to put a great deal of effort into it. It's not going to happen without that.

Customer service strategies can make a huge impact on the new ideas in a business. How do we really talk about that? Is there somebody at the salad bar saying we have a bunch of new crunchy things here. Throw those on your salad and give them a try instead of the bacon bits. They make croutons, really good on your salad. Is that one way that you enhance the work that's been done? And then focusing on the experience. That's what those people do. For us to be able to speak to that and help them understand how to market the idea is really important for their business and making their business respond positively.

>>Sanna Delmonico: Here's our last quote today. You can't underestimate the impact of seasonal, delicious produce in a dish to bring up the natural flavor and sweetness, and enhance the experience. The experience is what it's all about.

Going back to what Brad was saying about the people, the team. The food service workers. Having people be proud of the food they are producing, that's what it's all about. And that creates an even better guest satisfaction as well.

>>Brad Barnes: It is. To remind everybody, that is why we do what we do. To know that really gives you an end when you start thinking about how we're going to approach and talk about doing something differently tomorrow than we do today.

I think that's our message for today. I'm anxious to see if there's a bunch of good questions. So we'll thank you all for being with us and we'll move on to the Q and A period.

>>Christopher Kinabrew: Great. Thank you so much. This is Chris. I did want to start with a few questions we've already received and ask Star Tiffany to pull up again the way that folks on the webinar can submit a question. You can see right there how to do it through the box on the right-hand side. Please feel free to submit a question and I will start with the questions we've already received. Some of which are specific about food and some are more about food systems. So the first question is very specific to food. Can tomato paste, as opposed to canned tomato sauce. Can tomato paste have little or no salt versus canned tomato sauce. Is this another strategy to be considered? Get any specific feedback you have on that question.

>>Sanna Delmonico: Just depends on the product. There is unsalted tomato paste and unsalted tomato sauce. But some can have you to 400 milligrams of sodium per quarter cup. It is about label reading.

>>Brad Barnes: Yeah.

>>Sanna Delmonico: And using unsalted tomato products could be a sodium reduction strategy.

>>Brad Barnes: It can be. And I just want to be specific. If we're thinking about making a sauce. We wouldn't want to make a sauce with tomato paste.

Wouldn't think we can rehydrate paste and end up with a couple quartz of sauce. It's prepared in a different way. And due to processing, has a really particular flavor profile to it. Your sauce probably would end up tasting more like ketchup.

>>Christopher Kinabrew: Thank you. We had a second question come in specifically about the terminology used in one of the polling questions. The question is what is the difference between a commercial food service provider versus a private food service provider? Specifically just in that whole polling question, any designation or definitions you might be able to share about commercial food service providers versus private.

>>Brad Barnes: There's wiggle room in those terminologies. I'll just describe all three of them. Noncommercial would be someone entered into food service and they don't generate profit, necessarily, from serving the food. So they are probably paid to operate the food service as a company. And they may be private or may not be. But usually noncommercial food service providers are more corporate based. And then a commercial food service provider can encompass just about anybody that makes money from serving the food. Meaning, if we spend \$2 making the sandwich. We sell it for \$4. A noncommercial would spend \$2 making the sandwich and sell it for \$2 and get paid in another way. And then, I put the private food service provider in there to indicate somebody that was not corporately affiliated. Those terms are not scientific base. But they encompass groups and types of food service providers.

>>Christopher Kinabrew: Thank you so much. We had another question come in specifically asking if you all have thoughts regarding working with the work manufacturing companies to reduce the sodium content in foods that are made available to the public.

>>Sanna Delmonico: Many of our healthy menus and members have worked with manufacturers and I think this came up a little on the last webinar. Really depends on the size of the food service operation. How much impact they are going to be able to have depending on the power with the manufacturer. But yes, absolutely. There are manufacturers working on this and want to make their customers happy. There's definitely value in that.

>>Brad Barnes: Yeah. And that certainly, at the end of the day, if we're all successful going forward, all the constituents have to be involved in one way or another. Of course, manufacturers deal with that little detail that I was speaking to earlier. The functionality of salt. I know I have some very good friends that are corporate chefs for some of the larger producers out there. And they struggle constantly with that fine line between shelf life and stability and the use of sodium to cause that.

There's really a lot of work going on out there behind the scenes. If you start taking the idea of shelf stable and creating it to a refrigerated or frozen product, on the other side, that has many other implications. Just as a sidebar. The EPA is working hard and fast to try and figure out how to get rid of refrigerants. So there's something at play in every corner of the field here.

>>Sanna Delmonico: Some of the most interesting stuff I've seen is around using fermented products or fermented ingredients as a way of reducing sodium. So the need for sodium from a flavor stand point, by using fermented

ingredients. And we'll talk about this on a future webinar. But added ingredient that can reduce the need for sodium in terms of food safety as well.

>>Christopher Kinabrew: Great. We have had a couple more questions come in. I do want to encourage people to keep submitting. The next question that's come in: How long typically in your experience do you think it takes to revive a rotational menu? I think in the first webinar we got into the seasons of food service in terms of time frames. But specifically to revise a menu.

>>Brad Barnes: It's hard to say. Any business would want to have a repertoire of dishes at their disposal. If you are actively engaged in creating new dishes and putting them in and draw from them, if you've systematically approached it that way, revision can happen relatively quickly. If you are starting that process, obviously, it's going to take much more time. And the best suggestion would be to do it incrementally. You take a couple pieces and start revising. And the real important thing here, we said it on the first webinar. When you do that, the measurement and documentation of the creation is what's going to support your work more systematically and efficiently in the future. Critical we know how much salt we're putting in a dish and know how we made the dish so we can pull it out and repeat it again and you hear where I'm going is we're building up this bank of dishes that support goals and objectives.

>>Sanna Delmonico: And another thing. The idea that you look at the menu item by item. Ingredient by ingredient and identify what are the first steps and second steps and the third steps. The easiest things or hardest things and somewhere in between and prioritize from there.

>>Christopher Kinabrew: Great. If I could call on Holly to pull up our last poll. We're going to continue with the questions and answers. So please if you've submitted a question, we will try to get to it. We wanted to open up poll number 5. And the question is in addition to a program manager and an evaluator, who else should be on a project implementation team to reduce sodium in partnership with food service providers?

A, chef or person with culinary expertise. B, registered dietician. C, person with food service management experience. D, person familiar with food distributors or food suppliers. Or E, other.

The results will show up. I did want to move on. We had a couple other questions. Do you have any examples of how you or others you know have lowered sodium for senior patient meals? So that's a specific population they are curious about.

>>Sanna Delmonico: Yeah. With seniors, it's really a challenge because, of course, sometimes perception is significantly reduced in seniors. And so sometimes sodium is a way of reaching those taste buds. Flavor development becomes more critical. And use of all the things Brad was talking about. And all of those things that will up the flavor without upping the sodium.

>>Brad Barnes: Absolutely. That can be challenging on a number of levels. The good news is as we affect folks better at younger ages, that problem will dissipate a little bit.

>>Christopher Kinabrew: Great. Another question. Have you found food distributors to be good partners in identifying foods lower in sodium?

>>Brad Barnes: I can tell you, for one, and I've got, again, many colleagues in that industry. And it's something that's very important to them. There's such big groups that it does take them a while to move. And they are realizing it's important. They have tremendous resources at their fingertips. So they can be good partners. But they need true collaboration. And they need -- that's got to be a collaboration between the operator and them. And you both work at things. They have all the information on their products. And they can be helpful in letting you know where that information is and how it's stored. Beyond that, it's going to depend on the relationship of the operator to the vendor.

>>Christopher Kinabrew: Great. Thanks. We have a couple other questions. Want to encourage people to keep submitting questions. We do have 20 minutes left on the webinar. Not that we have to complete it until the end. The next question is do you all have any stories to share, examples regarding restaurants or food industry folks who are initially skeptical about the national salt reduction initiative and now embraced it after they see the sodium reduced light? Very eloquent question. Any experience you have with folks who have come around to seeing this in a new light.

>>Sanna Delmonico: I guess I would just say on our healthy menus collaborative group, I don't know anybody was skeptical. This is a group that was selected people that wanted to work on these issues. There are individual chefs that I can think of or less than excited about sodium reduction. And they came around to the sodium reduction light so to speak and because they tasted things that tasted really great and had significant reduced sodium. And this is possible and flavor full and really about the experience. Helping people, helping food service operators and employees understand that and have those experiences is really critical for getting them to buy in.

>>Brad Barnes: Yeah. It's true. Most of the trepidations that I've seen out there come from our topics today. And that is it's not about the why or the idea but it's about actually how do we make this happen? And I can't stress enough how difficult or how challenging it can feel, at least, for an operator to say I'm going to make an operational change. Even for folks not on a regular basis, to change the menu is a big deal. They don't truly understand how to do it without a lot of pain.

>>Sanna Delmonico: They kind of have to be shown or led versus being told.

>>Brad Barnes: Many of my clients, one of the key things I do with them is walk them through the processes to make sure the menus are tweakable and controllable without having a lot of trouble making operational differences happen.

>>Christopher Kinabrew: Great. I have a related question that's come in. In terms of that topic of change. What are some approaches to sustained changes when food service managers might change from month to month? And an example was in congregate meal programs where there might be a lot of turn over? Any thoughts there?

>>Brad Barnes: Yeah. It's a great question. And that happens everywhere. There's no silver bullet for that. The things that support that best are the idea that we have good documentation and we have good cultural implementation



processes so that everybody, just as a blanket, is involve in the change and they understand it and know why it happens and know what the operation is about. That comes through solid management and leadership. And everybody get the buy in rather than one or two people that only hold the information. So it's different for most folks and can be very challenging. But that's the way big operations survive and are continually able to be malleable.

>>Christopher Kinabrew: Great. I'm going to follow up with one last question. The specific question was -- and I'm not assuming it's from public health person. What do you all see as the role for the director of health and specifically that being someone in a leadership position. But more generally the role of public health given where you sit in culinary education? Thought that was an interesting question.

>>Brad Barnes: Public health provides great insights. They have a lot of information at their fingertips. They are good data collectors. Good data processors. They are able to see the big picture. And the better their relationship is with the food service providers out there, the more affective they are going to be. I always -- when I was in kitchens, running kitchens, I had a great relationship with the county health inspector. The director of public health or wherever I was. And it served us both very well. So I think that's the key. They have a set of knowledge that is very helpful to us as food service providers. And the better our relationship is, the more they are able to share that. And help us get better at what we're doing.

>>Sanna Delmonico: Very well said. I think sometimes the best in the health professions sometimes we tend to think that education and knowledge about a topic is something that will cause change. And actually, change is much more complicated than that even though we know we should do something, actually making that change is much more complicated. So understanding that.

>>Christopher Kinabrew: Great. Well thank you, Brad and Sanna. And thanks to everyone on the call for your great questions and feedback on the polls. Definitely will help us shape the remaining webinars in the series and overall training and technical assistance for the initiatives.

I did want to thank Sanna and Brad for preparing the content and Kristy from CDC as well for the overall initiatives. And also, there are several people behind the scenes that were not necessarily in speaking roles. Kelly and Josh. And Star Tiffany and Holly Calhoun for helping us with the polls.

I did want to make sure all the participants know that the webinar was recorded and the slides will be available very soon at Dialogue4Health.org. The materials from the first webinar which we had several weeks ago are up there and available. And we will stay in touch with you about future webinars in this series. So once again, thank you so much for joining us. We look forward to engaging with you more throughout the series. And Brad and Sanna, thanks for a great presentation.

>>Brad Barnes: Thank you, all.

>>Sanna Delmonico: Thank you. [ Event concluded at 3:18 p.m. eastern time. ]