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**PUBLIC HEALTH INSTITUTE
DIALOGUE4HEALTH WEB FORUM
“CONNECTING PUBLIC HEALTH AND FOOD SERVICE OPERATORS:
CHANGING THE WAY AMERICA EATS”**

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>> Joanna Hathaway: Hello and welcome to "Connecting Public Health and Food Service Operators: Changing The Way America Eats." My name is Joanna Hathaway and I will be running today's Web Forum along with my colleague Star Tiffany.

Closed captioning will be available throughout today's Web Forum. Christine, with Home Team Captions, will be providing realtime captioning. The closed captioning 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. On a PC this can be found on the top right corner of your screen and on the Mac it should be located on the bottom right-hand corner of your screen.

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Once the Web Forum ends, a survey evaluation will pop up in a new window. Please take a moment to complete the evaluation as we need your feedback to improve our Web Forum. The recording and presentation slides will be posted on our website at Dialogue4Health.org.

We are encouraging you to ask questions throughout today's presentation. To do so simply click the question mark icon, type your question in and hit send. Please send your question to all panelists. We'll be addressing questions both throughout and at the end of the presentation.

We'll be using the polling feature to get your feedback during the events. The first poll is on screen now. Please select your answer from the available choices and click the submit button.

[Reading from poll question.]

Again, please click submit when you've selected your answer.

Once you're done answering the poll question, click on the Media Viewer icon to bring back the closed captioning that the panel closed.

It's my pleasure to introduce Kristy Mugavero. Kristy leads the Sodium Reduction in Community program in the Centers for Disease Control and Prevention. Before joining, she began her career as a registered nurse. Kristy, please go ahead.

>> Kristy Mugavero: Ok. Hello, everyone. Thanks for joining this webinar today. As many of you know, sodium reduction is a priority for CDC. Because about 3/4 of the sodium that Americans consume is from packaged and restaurant food, in 2010 the Institute of Medicine recommended that gradual reductions in the sodium content of packaged and restaurant foods as a primary strategy to reduce U.S. sodium intake.

Since that time research supports that population reductions in sodium intake can be achieved with gradual sodium reduction across the food supply. In order to increase the

availability of and the access to lower sodium choices, many public health departments are working with organization that serve or sell food to reduce sodium content in food offerings. We have learned a great deal from the work that state and local health departments are doing with food service providers and we clearly recognize the potential to accelerate progress by better connecting public health practitioners with experts in the industry.

We are pleased to have this opportunity to work with the National Network of Public Health Institutes and the Culinary Institute of America to provide a series of webinars to provide you with information about working with food service providers to reduce sodium in meals and products served and sold in different food service settings.

Additionally, we are thrilled to have a representative from the San Antonio Metropolitan Health District today to describe the great work that they have done with private worksite cafeterias to provide lower sodium options while maintaining customer satisfaction. We are looking forward to this webinar today, third in the series.

Without further ado, I'll hand it off to Kelly Hughes from the National Network of Public Health Institutes. Please go ahead.

>> Kelly Hughes: Thank you. My name is Kelly Hughes, the Associate Director for Program Strategy at the National Network of Public Health Institutes or NNPHI. I'm part of the team that includes the chief strategy officer Chris Kinabrew and Josh Jennings, program consultant.

As Kristy mentioned, today's webinar is the third in the series on connecting public health and food service operators in the context of sodium reduction. On behalf of NNPHI we appreciate this cooperation with the Centers for Disease Control and Prevention, the Culinary Institute of America, and the Dialogue4Health platform as well as the many community partners including Ellen Spitsen. We are so glad you're joining us today. We hope you will join us for future web forums.

Now I'd like to introduce our speakers. These are our presenters for today. Ellen Spitsen will be presenting first on an initiative to reduce sodium content and food served in worksite cafeterias. And before we hear from Ellen, we would like to hear from you all through another polling question.

[Reading the poll question from the presentation platform.]

Please select all that apply and click submit.

Throughout the presentation we encourage you to submit questions through the Q&A feature. We hope to take a few questions after Ellen's presentation before we continue on to the Culinary Institute of America's presentation. We have allotted time for a more substantial Q&A session after the presentation.

Now it's my pleasure to introduce to you Ellen Spitsen. Ellen Spitsen is the Nutrition Coordinator for the Chronic Disease Division of the San Antonio Metropolitan Health District. In her current role, Ellen oversees the Por Vida restaurant program, the San Antonio Sodium Reduction in Communities project, and the implementation of healthy procurement and practices in city contracts. Ellen also played a key role in implementing healthy snack and beverage guidelines for vending and concessions in city parks, schools, and hospitals. Ellen is an active member of the San Antonio's Mayor Fitness Council and the San Antonio Health Literacy Initiative Committee. We're very pleased to have her with us today.

And the floor is yours, Ellen.

>> Ellen Spitsen: Thank you. Hello, everyone. Metro Health is honored to share with you our experience in working with food service establishments. In 2010 Metro Health, the San Antonio Restaurant Association and the San Antonio Dietetic Association came together to

create the Healthy Restaurant Coalition. The coalition developed the Por Vida program, a voluntary menu labeling and recognition program for food service establishments that offer healthy meals based on the 2010 dietary guidelines. A registered dietitian from Metro Health assists participating establishments in analyzing current menu items to determine if they meet the criteria and currently there are over 570 Por Vida meals available in San Antonio.

In assisting our partners, consistently we identified high sodium in the meals that made it a real challenge in meeting the criteria. We are proud to be part of the CDC Sodium Reduction in Communities program implementing strategies that reduce the sodium in the foods and meals served in worksite cafeterias and congregate meal programs. We are in our second year of the program and have recruited six worksite cafeterias for a total of 14 locations and at an employee reach of over 14,000.

Our approach to sodium reduction in worksite cafeterias is to conduct a product-specific nutritional analysis to identify core ingredients that contribute to an increased amount of sodium in the meals served. Data to complete a menu analysis is collected from sources such as pantry inventory, product sheets, recipes, and menus and analyzed using food processor software. The analysis is input into a spreadsheet to begin giving us the larger picture of the amount of sodium in the meal served, the frequency of products used in the impact of the reduction per meal and the total menu.

So, this is what you're looking at here, the screen shot of our spreadsheet capturing a before and after change. The Salisbury steak that's listed on the top was analyzed and totaled 829 milligrams of sodium per serving. Through a change in one ingredient the sodium was reduced to 497 milligrams per serving.

The analysis is where we determine our recommendations for changes but it is not our only consideration. The collaboration of our food service partners is critical. And our sodium reduction recommendations require more considerations than just the numbers. I call these the environmental considerations and they are unique to each kitchen.

Prior to proposing any strategies in reducing sodium in the menu, we consider factors that may influence the popularity of a meal and the capabilities of the kitchen. We recognize that we are working with a business and favored meals that are popular and could be noticeably changed, could impact customer satisfaction. The kitchen may have limitations in the flexibility that they have in changing a recipe or in what they procure. These are good to explore early on when working with a food service establishment.

Three strategies that we use in our approach to reduction that have really yielded great results are:

Reduce the quantity of a current product. So, for example, a barbecue chicken breast using two ounces of barbecue sauce was reduced to one ounce and completely went undetected by the consumers.

Procure a lower sodium version of a similar product. We found some really easy wins in being able to procure lower sodium products such as low-sodium-so-sauce, teriyaki sauce, and canned diced tomatoes.

And finally, a removal of a product or meal from the menu. So, in a specific cafeteria we're working with, they stopped purchasing a Zatarans dirty rice mix and replaced the service with a white rice.

So I want to share with you some specifics in how we have put these strategies into action at a worksite cafeteria. In our first year of funding from the CDC Sodium Reduction in Communities program, we recruited Zachry Holdings cafeteria. We analyzed the menu of

three stations: the homestyle line, a pizza, and soup station. And 44 foods total were analyzed. We identified three core ingredients that contributed to a high-sodium in 28 of the foods: a chicken base, a beef base, and canned diced tomatoes. The worksite procured a lower sodium version of all three products.

Prior to the product changes, the sodium average per food was 1,066 milligrams. After the change the average sodium per food was reduced to 741 milligrams. Overall a 30% sodium reduction in the menu of the three-station analyzed occurred. Most favorably, the customers did not taste or recognize the changes that was made in these entrees and pizza stations.

Additional data we collect in our evaluation are operational measurements. These include a meal count. So this is a monthly collection at each cafeteria of the production records of the foods sold to determine if a change occurs in the selection of a lower sodium food and production costs. So this is a collection over time to evaluate if the cost of foods or meals changed due to sodium reduction also has an impact on what the consumer's paying as well as the operations and purchasing the food.

In February the Zachry cafeteria, launched the Por Vida program in their hotline committing to a Por Vida meal served daily. This effort really demonstrates the support the Zachry has for increasing the amount of healthy meals in the cafeteria and some of the high-sodium meals that they were serving that were in the range of 1,200 milligrams were completely eliminated and replaced with meals that now meet the Por Vida criteria of no more than 750 milligrams.

Lastly, I want to recognize the team here in San Antonio that does the work and is increasing the healthy options in San Antonio's worksite cafeterias: Alysse Swientek, Anne Heine and Kasey Pape. Thank you for sharing in our experience.

>> Kelly Hughes: Thank you for that presentation. Now I'd like to open it up for questions. If anyone has any they'd like to submit, please enter through the Q&A section.

I have a question, actually, for you, Ellen. You described an approach to sodium reduction that involved several strategies: one being reducing quantity of a current product, another being procure a lower sodium version of a similar product, and another being removal of a product or meal from a menu. Could you please tell us more about your experience working with food service providers to implement these strategies? For example, were food service providers open to implementing more than one menu change at a time or did they prefer a staggered approach?

>> Ellen Spitsen: I think that's a really great question. I really think that there is a correlation between the credibility and trust that you as an organization have with this food services establishment to really where you can begin with them. When we start working with a cafeteria, we do start working in what is more of a behind-the-scenes, quieter, less noticeable to the consumer change. That may be in reducing the quantity of a product or maybe in procuring a lower sodium. We spent a lot of our efforts probably in that kind of section as far as in how can a lower sodium version of the same product be procured.

I think in speaking specifically about Zachry, it's about that credibility and trust that we have built with them over time. So for them to reach a point where they really trust us and are willing to just completely do an overhaul of their menu in removing items, it's not something that we would recommend ever going in with the food service establishment and kind of recommending from the gut. But that is really something that over a relationship we can begin to build.

>> Kelly Hughes: Thank you, Ellen. We have received a question from the audience. A few questions. The first is: Did [Indiscernible] purchasing low sodium substitutes?

>> Ellen Spitsen: At this time, we're still evaluating the costs. It's been some give and take. Sometimes for some food service organizations establishments that is an impact. Sometimes maybe products are really needed, like some products maybe just can't be changed because there isn't a cost. And in some situations such as Zachry, they have just been willing to make that product change even though there was a slight increase in costs for them.

>> Kelly Hughes: Great. Thank you, Ellen.

Another question. What was the software you used for the nutritional analysis?

>> Ellen Spitsen: Sure. We use ESHA's food processor. That was a software we have been using for quite some time. We identified that because that was kind of what our local registered dietitian association currently used. We found that it's been able to do the calculations, print out nutrition labels and, able to input the data into the spreadsheets so that we were then able to keep a database of the information that we're collecting.

>> Kelly Hughes: Thank you.

Another question that I have for you, Ellen. What recommendations do you have for others regarding the marketing and promotion of menu changes?

>> Ellen Spitsen: As you may have noticed -- I hinted sort of in the beginning that a lot of some of our changes in the early time, especially with Zachry, that there was this huge menu of sodium reduction. Right? So 30% of the menu was reduced and yet the consumers had no idea. So then I think that also established some trust and credibility between the cafeteria staff and us that we could make these changes; that it's going to be acceptable. So for them, the second year to launch out and market Por Vida, these were already foods that were recognizable to the consumers, the employees, and that they've been really, really popular and have been selling out.

I would say that it has been really helpful to just kind of do it in a behind-the-scenes approach. I think once you're building that sense with the kitchen staff that your food isn't going to -- isn't going to hurt -- your business isn't going to be hurt by doing this, you can take maybe a bolder approach. But, again, that's in a collaboration that we work with to establish that.

>> Kelly Hughes: Ok. Great. Thank you so much.

We've received another question. How hard is it to obtain and analyze the operational data on meal counts of food sold and production costs? Can you suggest a strategy for collecting this data?

>> Ellen Spitsen: This does involve a lot more kind of labor relationship, time. I think that -- what it does take is sort of some reminders over and over again. It does take some person visits to really say this is what we need, this is where we're doing this, and this is what it will look like.

Sometimes, you know, working with different kind of registers, everybody's going to have a different kind of system in how that looks. So really having some flexibility in what can they produce and how often they can do that, they're really establishing almost a routine with it. I think it's one of the best bets you're going to have with it. And that would be the same -- true for both of our operational pieces. It's just kind of explaining for a little while and then establishing a routine.

>> Kelly Hughes: Thank you, Ellen.

We are going to take one more question and then move on with our next

presentation. I encourage everyone to continue to submit questions and we will address those at the end of the next presentation.

Our final question in this portion is: When do these menu modifications and success -- when you do these menu modifications and successfully reduce sodium without a change in customer perceptions, do you attempt to incorporate that into the company's style you proposition to potentially drive new business to them?

>> Ellen Spitsen: Again, I think that that's where the input and the collaboration from whomever this food service establishment is. So in this case, you know, you're working sometimes it may be a cafeteria that's operated by an air marker and then there's maybe a worksite wellness person. And if they want to really begin sort of promoting this, then we really provide them information in how they can do that and give them that information. If they feel like they want to do that in a much more strategic approach, then we really support that. They're going to know their employees' best know-how what they can respond with.

>> Kelly Hughes: Thank you, Ellen. Thanks for taking our questions and for the great presentation.

And now I'd like to introduce our next presenter. Brad Barnes is the Director of CIA Consulting and Industry programs at the Culinary Institute of America in Hyde Park, New York, and also the college's North America Association of Food Equipment Manufacturers Professor.

Chef Barnes is responsible for the oversight of the CIA's Food Enthusiast program, ProChef certification, and custom professional training. He also consults globally with a variety of clients from educational institutions to real estate developers and non-commercial food service providers regarding operational excellence. Brad is a 1987 CIA graduate, co-author of several books, and a certified Master Chef among many other honors and titles.

Our second presenter is Sanna Delmonico. Sanna Delmonico is a Senior Manager of Culinary Nutrition for Strategic Initiative at the Culinary Institute of America where she manages programs including Healthy Kitchens, Healthy Lives, and the CIA Healthy Kitchens initiative. She is the instructor for Greystone culinary students and works with the CIA Healthy Menus Research and Development collaborative. Sanna has taught nutrition, dietetics and food classes at Santa Rosa Junior College and for 12 years, published a nationally distributed food and nutrition newsletter for parents and pediatric nutrition professionals called "Tiny Tummies."

We're honored to have Brad and Sanna with us today. Now I'll turn it over to you, Brad.

>> Brad Barnes: Thanks very much. Welcome, everybody. I wanted to take a minute and just thank Ellen for her piece as well because she spoke to a number of times something that we've talked about in the past webinars and that is forming relationships and understanding the businesses you're working with. And that is, of course, something we've pointed out as very critical to making successes. So thanks for sharing all of that, Ellen.

As we get going here, I'd like to be able to share the -- a little slide with you and get to know something about the group that's out there. So if you wouldn't mind, we're going to open another polling selection here. And if you could tell us a bit about yourselves.

[Reading the poll question from the presentation platform.]

Please select all that apply.

And then approximately how many do they feed at lunch?

[Reading the poll question from the presentation platform.]

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Of course, if that doesn't apply as well.

So as you're doing that, thinking about that, we'll give you a little review. In each of the webinars we've pointed out some things that Sanna and I believe are key strategies. And I thought we'd go through those quickly since perhaps there's folks on the call that have not been on one or both of the webinars prior. And then we're going to have two more today.

The first one as a key strategy was actually encouraging people to measure the salt that they're using. As simple as that sounds, it goes hand in hand with following recipes and formulas for foods and is not necessarily a typical practice. So there's a very easy way that you can connect with the food service operator and a question that you can ask is: How do you follow recipes? Are you equipped to follow recipes? And most importantly in this case, how do you measure the salt that you're using?

Seasoning foods with spices and herbs. You know, one of the things as we remove salt, certainly we work on our cooking techniques and we work on the foods we're presenting but a great addition to any meal to make it taste better in any dish is to understand spices and herbs and all the seasonings that can be added to that to create global flavor profiles, interesting tastes, and certainly make foods safety even better before you ever add any salt. So that is key strategy number two.

Number three is applying menu forensics as a tool. This was a discussion we had regarding understanding the structure of the menu in the items that are contained within the menu and all the support ingredients that make up those items. These are, of course, all the parts and pieces that the food service providers work with every day. And as we become to understand what those are, what their nutritional value is and what their impact can be against eating better health, then we could do a better job to assist food service providers in adjusting all of those ingredients and dishes.

Number four is contribute to sound business decisions. Ellen echoed this two or three times in her presentation. And that was to continually realize that everything we do to advise or suggest changes to food service providers affects their core business and that business is feeding people, pleasing those folks, and getting them to return as customers.

So always -- everything that we do has to center around making that business better and more successful. Once we get in that mode, then we can implement changes that achieve that and really get food service providers' attention. I think, again, Ellen, you set some great examples there of successes in that regard.

As we start off today, one of the things -- this kind of ties back into menu forensics. One of the folks that we work with, a very large food service provider, does something -- and many do. They measure all the categories of items that they use. I would call your attention to the center there, the highest piece being fresh vegetables. This is, of course, a dollar volume. There's some other things that come into play here in affecting true volume and the way people actually take advantage of the products but it's a great way to look across the board and see from a purchasing standpoint what is it you're buying.

And on here the standouts, of course, run into the cereals and spices there, of course, fresh vegetables. In all types of produce, it's broken down a little bit. You can see the poultry is highest. Fish is actually higher than beef. And then the many different ways that things are segregated there. So it's an interesting snapshot of the way that a business actually procures things. And in that regard, of course, that says that's what they're using and that is what they're feeding people.

In many instances, the food service provider doesn't have the chance to collect data

on the back end of usage; meaning once the customer takes it, it can be difficult for the food service provider and labor intensive for them to benchmark what use is. If you start on the procurement side, many times that's already in place and it's merely a matter of sorting or sifting and analyzing the data. So I really like the way these folks do this. Ultimately what they're doing this for is to understand what it is that they're buying and using.

Another piece -- this slide, hopefully you're close enough to your computer to see it. I wanted to squeeze enough information in it to make it meaningful, but menu structure. This is three days of a 21-cycle, 21-day cycle menu. There's a couple of things that are interesting here.

You'll see on the left, the top set of ingredients: hot, salad, soup, all of those categories. Then you'll see that they're all color-coded and directly below that the menu structure tells what the codes mean.

This is a setting that had set out to run 75% of their menu as plant-based menu and the other 25, of course, would be from animal proteins. They had been able to achieve that. They've gone higher many of the times but the point of this slide is to show you that this is the type of planning that can go into setting down the structure for achieving a given goal within a menu. And it gives you a lot of information. If you saw the whole spreadsheet, you would see that it's very easy to tell how well you've done your planning and how well you're achieving your goals that you've set out to meet.

In addition, something like this ties directly to cost of goods sold. So these folks can immediately see where they're putting their money. And they also can then compare this to usage and understand if that usage matches up to the 75/25% offering structure. So there's some really interesting kind of planning and analysis that can go on as you set out to make changes to a menu.

So kind of the purpose of this slide is to give you an idea of different ways that you can suggest to folks to plan up front and then measure on the back end to see if they're actually achieving their plan.

Key strategy number five is to track primary purchases and create benchmarks. Ask your operators to order by category and track expenses and volume by category. Much as we saw in that first slide with all the different selections of ingredients.

Then you can find the amount of prime category purchases if it ties to consumption or not. As we said in the structure there, we set out to design 75% plant based and ultimately could measure against usage to see if that's actually what we were selling.

Categorizing by sodium level in particular products. So whether it's canned goods or prepared goods, can also be helpful to see what that utilization is and how changes can affect the purchases in those areas.

I think Ellen also mentioned some things about measuring things that way. One of the most important things that we can ask folks to do as they change is to measure and understand the cause and effects of the changes. That helps us learn. And it helps them learn. It also helps them understand if they're making their business more successful or less successful. It just becomes a really good tool.

So some examples of conversion. A lot of things, and again Ellen mentioned some great ones. Canned tomato sauce to fresh and exciting preparations. When you think about pasta preparations -- most operations if they're going to have tomato sauce, they're going to need to use canned tomato sauce. However, if you cut the canned tomato sauce use down by 30% and add back fresh tomatoes, you end up with a fresher tasting product, of course a

different tasting product but you've immediately reduced the sodium that was included in the canned tomato sauce. And most of the time people will appreciate the difference in flavor from the fresh tomatoes coupled with the tomato sauce. So that can be very helpful.

One of my favorite areas to look at is crunchy things on salad bars. So as you get to the end of the salad bars, typical ingredients might be processed croutons or processed bacon bits or sometimes there's salted nuts or any type of salted crunchy items. There's a lot of great alternatives to those: toasted nuts, made-on-premise croutons which generally is something that most operations can do. Even from a point of utilization they're able to take breads that are no longer servable and cut those into croutons and make those crunchy with using spices and herbs and tossing those with that. They become delicious and great additions to salads. There's also many different preparations that are very easy to apply to things like nuts and seeds that can make them super delicious and really contain almost no additional salt.

Dressings. We've discussed this strategy a few times. Dilute dressings with fresh ingredients. So whether it is an additional dairy product or a juice or a concentrate that can be added to things like a ranch dressing or a vinaigrette. There's many ways to dilute down the sodium levels of those with ingredients that don't contain a lot of sodium. So all we're doing is chipping away at little bits and pieces and helping folks understand that they can make change that is truly impactful and not necessarily noticeable to clients. And many times enhancing products to make them better than they were before.

Of course, there's a lot of discussion around what do we market. In general, the whole purpose of marketing is to brag about something that makes it more salable. So as we think about what that means to food, it's about taste. It's generally about the exciting factors of a dish. You know, what it's made of, where it comes from, how much work we put into it.

Seldom is it a wonderful idea to talk about micronutrients that are contained in a dish as a point of sale. Gladly it is becoming something that's more meaningful to people. However what we would like to say is that in the case of the tomato sauce, we have a tomato sauce and we've enhanced it with split cherry tomatoes and fresh basil so that that becomes the selling point. We don't need to say, and by the way, there's a lot less salt in this dish today than there was two days ago.

One of the things that can be very helpful in creating menu language and marketing foods is interesting ingredients. One of the things that's so big today, and folks are understanding this, is good fats, delicious fats. Olive oil is an easy one. What type of olive oil are we using? Even some of the roasted nut oils out there are very interesting additions to foods, can add flavor, add satiety and, of course, help fill in if we've reduced salt somewhere. And, again, makes super marketing conversation.

Key strategy number six is design menus and recipes to benchmarks. So one of the conversations that I think could be most meaningful from the point of a guarantees to a food service provider is to start to run through their menu with them, their planning menu. And many of you will be faced with cycle menus which offer tons of opportunities for little changes.

Number one, what should our ratio of plant base to animal base be? It's an interesting way to look at your menu. And see what that is. Then you can see where the opportunities are to enhance or adjust or change.

High sodium to low sodium. We also can go through the entire cycle menu and identify places that are containing sodium that seems like it might be an opportunity to adjust. And that gives us a way to look at the menu and the upcoming menus with the operator and say, you know, here's three or four or five places where we believe you could probably make

some adjustments that would end up with a better food, a newer dish, and lower the sodium at the same time.

Converting fresh to processed is going to be one of our biggest strategies but certainly can be one of the most complicated but nothing to have a discussion around. Adding good fats. Again, I think it's a great piece for health and also a great piece for building flavor.

I hope that's helpful. I believe Sanna is going to take it away now and talk through some really interesting information.

>> Sanna Delmonico: Thanks, Brad. I'm really happy to be here to present with you and with Ellen. It's really an honor to be talking to all of you today.

I want to share with you some information about the possibility for whole grains and sodium reduction. Brad talked about converting from processed to fresh foods which has a number of different impacts besides sodium reduction. It definitely can improve flavor and can increase other nutrients while decreasing sodium like fiber and potassium and so on. And he talked about healthy fats which can add flavor and potentially reduce the need for sodium while improving the fat profile of the dish.

These are the kinds of things we're really interested in at the CIA. These ideas and techniques that can reduce sodium but improve nutrition overall. We can't just substitute lower sodium ingredients over time. We have to look at the entire menu.

One of the questions that we've been asking was, you know, could increasing whole grains on menus help reduce sodium? Look at this slide, you see that unfortunately the sodium content of whole wheat bread is similar to white bread. And bread is a major source of sodium in the U.S. diet. So how can we use whole grains and still reduce sodium?

Sodium is important in baking. Salt makes things easier to handle, help control yeast fermentation. So it isn't easy to modify the sodium content of bread. So in order to have meaningful sodium reduction related to grains we have to look beyond bread. That was the question that we began to look at.

So whole grain breads are just as high in sodium as white bread but could we use intact whole grains? What if we looked beyond bread and looked at intact whole grains as an alternative to bread? What if we reimagined the menu? Could that help with sodium reduction?

An intact whole grain is an unprocessed, unrefined grain that has the bran and the germ in addition to the starchy part of the grain. So think of brown rice compared to white rice. And other whole grains, of course, include oats, barley, farro, wheat berries. When they're intact, they also have a lower glycemic response than a flour made with those.

So here are the ideas we went with. I'm going to give you some specific examples. But concepts here are much more widely applicable. Chef Scott Samuel and I, our conference chef here at Greystone, we looked at some menu items and categories to see if we could use intact whole grains to help with sodium reduction. So we wanted to look at an entree, look at breakfast, and we wanted to look at dessert.

The entree was a Curry chicken salad sandwich on whole wheat bread. Breakfast, a classic blueberry muffin. And for dessert we looked at a whole wheat almond honey cake. With the muffin and the cake, just like with the yeast bread, salt is important in the ingredients. Salts, of course, added to the batter but there's also sodium in the baking powder and the baking soda, the leavening that's used for baked goods, muffins, and quick breads and cakes. So this really can add up. It can add about 50 milligrams of sodium per serving. So what if we

looked beyond bread and baked items and thought about how we could offer either alternative items or substitute items on a menu? So here's what we did.

We looked at farro salad. And farro is related to wheat, an intact whole grain. And rather than making it about the chicken, we made it more about the vegetables and the intact whole grain, put a mint ingredient where the vinaigrette is infused with fresh mint, and put some chicken in there but made it less about the chicken. And as I'll show you, the chicken we were looking at was an enhanced chicken with added sodium. So we wanted to reduce that.

At breakfast we looked at blueberry muffin and compared that to blueberry Muesli, an item that is really soaked oats in milk. Generally it can be served cold or hot and then fruit added to that as well.

And for dessert we looked at an item that was more like rice pudding. Think of rice pudding as the ambrosia of wheat berry. So intact whole wheat berries along with fruit, chocolate. You'll see there's even a little bit of whipped cream in that. So a delicious beautiful dessert but doesn't have the leavening that the other items do.

>> Brad Barnes: And I just want to jump in and give everybody a tip. Muesli as a word and a product seems a little scary but I just finished a two-year project with the Department of Defense and we fed soldiers across the U.S. in different ways. And the number one appreciated item was Muesli. They never even asked what this stuff was. They ate it like they were getting paid to eat it. So really, really interesting stuff. Sorry to interrupt.

>> Sanna Delmonico: Thank you. I appreciate that. I'm glad to hear that our soldiers are eating blueberry Muesli or Muesli.

>> Brad Barnes: That's right.

>> Sanna Delmonico: It is delicious. It could be made with other grains as well, other whole grains.

The other reason for looking at intact whole grains on these recipes is, you know, unlike white rice or other refined grains, intact whole grains give you the texture, the chewiness, the flavor that refined grains just don't have. So they're chewy. They're not pastry. That's really important when thinking about the overall dish.

So here is our first menu item. This is what Brad might call recipe forensics. So look at the recipe and seeing where -- what the ingredient list is the sodium coming from and what can we learn from that. And this was also done using the ESHA food processor software.

So we looked at enhanced chicken breast, chicken breast that's had been brined, additional sodium added, makes it tender with a lean product like chicken breast it can increase the tenderness. Sodium is also coming from the mayonnaise. And a third of that sodium is coming from the two slices of whole wheat bread. So you can see it's a pretty high-sodium item about 900 milligrams of sodium.

Then we looked at another item. Could we offer an alternative to the chicken salad sandwich or could we offer an additional item to the chicken salad sandwich to overall reduce sodium on the menu or across the menu? So in this case the sodium is coming from some added salt added to the farro, the wheat berries, essentially, while they're cooking. We left the enhanced chicken breast recognizing that a lot of food service providers are using it. We came in with a much lower sodium content. The calories were also different. And the way we looked at this was based on sort of volume, what we felt was an appropriate serving and what would be seen as a value serving rather than looking at equivalent calories or equivalent weight.

When we tried this first version, Chef Scott said, "I think it needs a little more salt." I

think one of the important things to point out in this process was that when you're cooking any grain, including intact whole grains, they tend to soak up the salt. You tend to lose the salt over time. You lose the perception of salt over time. They really -- over time you reduce that perception. So if you salt during cooking and then you're serving the grain the next day, you may not perceive the salt as much as if you salted right before serving. I think that's an important point because that's definitely a way that you can try to reduce sodium. We also decided that it needed a little more of the mint vinaigrette. So it could have been that we salted too far ahead and tasted it later. But maybe it just needed a little bit more.

So this is a version, too, which was still about half the sodium of the original product. This version also, of course, has in addition to the chicken and the farro has arugula, parsley, and mint and tomatoes and cucumber. So not only is it reducing sodium but the nutrition overall is somewhat better.

Another interesting way to look at sodium is milligrams per calorie. Sometimes what we strive for is to have about one milligram of sodium per calorie. And Ellen's guidelines in the Por Vida program are really similar to this. I think it was 760 milligrams of sodium for a 700-calorie meal. That's about one milligram of sodium per calorie. That's one way of looking at what would be an appropriate level or a benchmark for where to go with that. That was the entree.

For breakfast, blueberry muffin. This has whole wheat flour, all purpose flour, and delicious flavorful ingredients like orange zest, brown sugar, orange juice and vanilla. It's pretty typical in the sodium content for a muffin, about 140, 150 milligrams.

Then we looked at the Muesli, which were the steel cut oats soaked in milk, added Greek yogurt and some delicious flavorful ingredients: grated apples, almonds, blueberries. Again, increasing the nutritional value beyond just reducing the sodium.

But when you look at the two in comparison, you definitely can see that that drastically reduced the sodium. And actually, a blueberry muffin you might even eat two. So the calories would be higher and the sodium significantly higher as well. But both of these are relatively low in sodium per calorie but this blueberry Muesli might allow you to add another higher sodium dish on the breakfast menu and still keep overall the sodium fairly low.

Here's our dessert example. This is a really delicious, nutritious cake. Whole wheat almond honey cake which has whole wheat flour as well as all purpose flour. It's got honey and sliced almonds. It's really delicious. But, again, you can see that that leavener or the baking soda and the salt, are contributing most of the sodium there.

So what if we reimagined the dessert and made it more of an ambrosia, made it more like a rice pudding type of dish which is with intact wheat berries, flavored with bay leaf, cooked and flavored with bay leaf which adds a really interesting flavor? Again, cherries, fresh fruit, dried fruit, a little bit of chocolate, some nuts, cinnamon, honey, a little bit the saba, which is similar in flavor to balsamic vinegar. It adds that sweet/sour sort of savory flavor that's really great in sweet dishes and even a little bit of whipped cream at the end. And we have an extremely low-sodium dessert and a really beautiful dessert. We've drastically cut the sodium here while increasing the potassium and the fiber and keeping the calories about the same.

Again, these are really specific examples. But they are applicable across the board. The concepts here are applicable.

Cooking whole grains takes a little more time, takes a little bit more training, a little bit -- maybe a little bit more water than cooking refined grains but in terms of training it doesn't take a whole lot more effort than cooking rice. So it could be a good way of looking beyond

bread at how we could reduce sodium.

So the answer to our question here with intact whole grains, could they help us with sodium reduction, and the answer in this case, in these specific examples, is yes, definitely. It reduced the sodium in entrees by 42%, by 73% in breakfast, and by 94% in dessert. So sometimes looking at where are the biggest sources of sodium. In this case we're looking at bread. And how could we reimagine or provide alternative items to those products could really significantly impact sodium.

So, with that, I'm going to turn it over to Brad who is going to talk about another key strategy.

>> Brad Barnes: Thanks. I hope everybody noticed there's some interesting subtleties in actually most of the foods that Sanna went through, even the ones that were adjusted. They contain things that added interesting flavor profiles. They contained little flecks of chocolate in the ambrosia. There was bay leaf to flavor something. There was spices included. There was orange zest. And all of these things, if you think about these, you know that they cause flavor, they cause deliciousness. They add to the palatability of an ingredient or dish. They virtually do nothing to impact the health and wellness of a dish. All they do is make it more delicious and that, in turn, gets people to eat it.

So really, really cool stuff. I think, again, you know, this shows that all the little pieces put together can ultimately be pretty substantial in making changes. But it's all done with the idea of increasing palatability of items and increasing variety.

So if you're showing operators that you're aware of their business goals and you know that they're all very interested in or proud of everything that they serve to people and that that's what they're in business for, to give those folks great food, make them feel good during their meal period time which in our case and most of the grantees is generally while folks are at work. We realized that that's our main goal to feed them, nourish them, make them happy, and make them walk away saying I can't wait to come back here and eat again.

So you've got to think that way. And that's where ideas come from. That's where great ideas and great motivations come from. It's developing these ideas to create or improve business models. Back when we first started talking today, I showed you the foreground of creating a very impactful cafe for a tremendously important university. They're feeding people every day that are the future CEOs, power business people of our world. So it's kind of an interesting -- maybe a tad idealistic to think that as we influence those folks, later on in their lives they remember that, they remember their education, the food they had, and what it was about and they continue to push that forward. So there's some really cool things that I think all of us can impact and at the end of the day add varieties to menus through plant-based things, flavor profiles, new ingredients, new dishes, and new approaches to foods not to remove but to compete with things that maybe are not as good for you to eat.

So another kind of an idea and a tactic and something that's becoming very prevalent in the restaurant world and in the food service world is creating variety through interesting little dishes. It's actually a great way to eat. But it's a concept.

I wanted to share something with you that you could look at, maybe a food service operator that's looking for some new creative ways to do things. And these dishes that you see on the screen are about not even two inches square and probably an inch deep. What this particular place has done is taken these interesting little salads and made them into small dishes. And that increases your variety, again like we've talked about. It gives you this huge colorful array of things which is the kind of bullet there towards phytochem intensive so that

things look prettier, are more enticing. These are plant, sin tick items. They would be whole grain salads. They could be any number of things.

And in general, if you think about it as you go out to dine, and I bet many of you will agree with me that so many times the appetizer is better than the main course. And I'll tell you why. Because in general the appetizer contains less ingredients and a little more skill with each of those ingredients than a main course that has seven or eight different components on it. So you know as well as I do, to do a couple of things really well as opposed to trying to do a bunch and not getting them all just right, you end up with a better product.

So this is kind of an interesting strategy here, to take some mushrooms and pasta and a little bit of dressing, flavor it up with some red pepper puree and mix that into a mushroom and pasta salad. Pretty easy. Pretty straight forward. People eat a little bit of it. Will be delicious.

So I love this idea of these kind of street foodish approaches. They don't have to be salads. They could be any little teeny tasty things that there's a lot of. Many of them will have great shelf life. And, of course, it helps operators be able to use sometimes little bits of food that they have left over.

So these little dishes, the street foods can be all kinds of things. They can be bean salad. So this is a great way here. We can start to incorporate beans into things and nuts, dressings. They can be another interesting approach, pure selections. So take and get good melons, good strawberries, good cantaloupes; cut them nicely and present them in little dishes separately so that people can take what they want when they want it. It's served very pure. Maybe it's got a little mint on it or lime. Sometimes even you could get a little funky and put some orange juice or some cracked black pepper or basil, like the saba that Sanna was talking about.

Grain mixtures. These can be very easy. A whole grain, a bean, and a good salsa, fresh salsa preferably but even if it's a prepared salsa, mixed up with some fresh herb on it is delicious.

Roasted vegetables and fruits. You take them and it takes a little practice, takes a little training but you give them a good fat on them, toss them, roast them in a very hot oven, very quickly, and serve those individually or mixed.

Select meat items. We can pick ones that are really delicious and do a couple of nice pieces of chicken breasts on a skewer with a good peanut sauce or even chicken wings different ways. They don't have to be fried. They can be roasted very hot and get that kind of crispness to them and actually it removes some of the fat because the fat cooks out of them.

Dumplings. Dim sum is so hot and so delicious. And many of these things can be bought actually in very reasonable sodium amounts frozen. They get steamed and they get served with things like -- I believe it was Ellen mentioning the lower sodium soy or those things that are available.

So there's great approaches to start creating delicious, delicious colorful foods and again help people really start to improve their operations.

So that's the message for today. I believe we are at the end of the deck. I know that Sanna thanks you. I thank you. And I think we've got a Q&A now. Hopefully you'll have some things.

>> Kelly Hughes: Thank you so much. You shared a lot of interesting ideas and given us a lot of food for thought, pun intended.

Now I'd like to open it up for the Q&A session. Just as a reminder, you can send in

any questions to any of our panelists at all times. It's helpful if you do submit your questions to all panelists.

I'll start off with a question for all panelists, I think. It will be interesting to hear from everybody on this one.

Is there a simple change that most food service operators can start with and implement to reduce sodium?

Brad, why don't we start with you and then we'll go to Sanna and Ellen.

>> Brad Barnes: Well, I got to go back to my key strategy number one. Measure the salt that they're using. That's a great way for them to realize what they're using, when they're adding it. Nothing better than awareness to start a conversation.

>> Kelly Hughes: Sanna?

>> Sanna Delmonico: And I'll go back to something Brad mentioned earlier as well, which is really looking at the overall menu. Ellen mentioned this, too. If you know where the sodium is coming from, then it's much easier to find lower sodium products or reimagine the menu but you've got to figure out where it's coming from first.

>> Ellen Spitsen: I will, I guess, second both of what Brad is saying -- measuring is really critical, knowing your recipes. And, again, maybe it's just a start at some easy wins like we had mentioned. There's a soy sauce, a teriyaki sauce. Maybe it just might be these baby steps initially before maybe going into even a larger kind of change.

>> Kelly Hughes: Thank you all.

Brad, a question for you. Can you talk about the changes in overall labor and costs related to switching from using preprocessed to cooking more fresh or scratch foods? What types of trainings are needed for this type of change?

>> Brad Barnes: Well, I wouldn't want to fool around with anybody in saying that this was easy. And I would, again, say that this is something that you do incrementally. In most situations if folks are relying on processed foods to any great extent, the conversion back to more freshly prepared items can take training from knife skills to cooking skills. It can cause you to begin using recipes or use recipes more frequently so those recipes have to be written, vetted, and all that sort of thing. So it's not easy.

Bit by bit -- and nobody would walk into an operation and say tomorrow we're going to 90% scratch from 90% processed. If you do it incrementally and start working piece by piece, then folks get used to it. So it does have some gotchas attached to it for sure.

>> Kelly Hughes: And we did receive a similar question related to the preparation time increasing as you transfer from canned foods to fresh foods. Do you have anything else to add to that comment?

>> Brad Barnes: That's a great point. It's really interesting operationally. One of the things -- I'll say most folks that run kitchens don't always do well is planning. Preparation time is actually something that is not a critical factor as long as you plan for it. So most things have a shelf life. If we know that, we're going to use grains. Whole grains are a great example. They take 45 to 65, 70 minutes to cook. Particularly in large batches. However, if we used to make the canned mashed potatoes in 10 minutes an hour before we needed them, all we really need to do is make tomorrow's grains today, in the afternoon. And that time just disappears. So that we cook them today, we chill them correctly, even we marinate them sometimes today and put them away. And tomorrow morning we pull them out and they're ready to use.

It's a matter of kind of learning to restructure your work flow a little bit, which is in general -- generally is easy to do but not something that most folks spend a lot of time doing.

>> Kelly Hughes: Thanks, Brad.

So I believe this question is for Ellen but other panelists, please feel free to jump in. There's a question of: How did you measure consumer taste satisfaction?

>> Ellen Spitsen: We actually do -- just do some anecdotal evaluation and do a consumer satisfaction survey in the cafeterias. In addition, both through our scenarios in worksite cafeterias and in congregate meal programs. In one instance I know I shared in my presentation about a barbecue chicken in reducing kind of the quantity of the barbecue sauce and the consumers did not know. We used that same strategy among our senior congregate meal programs as well. In both instances, you're senior, who are very, very vocal people, really did not know at all, still continue to love the meal. Same within the worksite cafeterias.

These are real relationships that the kitchen staff have with these people. This is a day in, day out kind of familiarity. So people are really vocal and will be able to, you know, tell folks, frankly when something seems different. So again, the kitchen staff wasn't receiving any kind of negative or positive feedback either way.

>> Brad Barnes: I love all of those techniques. There's something that is an old maitre d's trick, if you will. If you pick a particular ingredient in a dish and you go up to somebody and say: How did you like that dish? We used a bunch of fresh basil in there. You can really taste it. Can't you? It's a good way to get people talking about the food. Because so many times if you go up and say how was your food, everybody's, like, programmed to say, yeah, good; thanks. So I like that approach of getting people to talk about it and hearing what they have to say as a reaction.

>> Sanna Delmonico: I'll also add --

>> Kelly Hughes: Sorry. Go ahead.

>> Sanna Delmonico: I also add that tasting new food items, I talked about a couple of really could be unusual things, adding things to menus. When that happens, it's really great to allow people to taste those things outside of their normal ordering or service so that they can try it in a non-threatening sort of way as well. You can build satisfaction that way rather than expecting people to order something they might not be familiar with on their own.

>> Kelly Hughes: Thank you all. We have another question. When looking to reduce the sodium in a cheese dish, have there been useful lower sodium options in a dish, say, Mac & Cheese? Any recommendations for reducing sodium in a cheese dish? I'll open it up to any panelist that wants to take this one.

>> Ellen Spitsen: Yeah. I can speak to that. Our senior program served a macaroni and cheese dish pretty frequently on the menu. They actually had used a processed cheese. They were able to reduce that sodium in half by a homemade cheese sauce. So, again, this was something that we had done a taste testing on. People really liked it. The seniors, again, really, really continue to enjoy it. It is still being served and yet it is a reduced sodium.

>> Sanna Delmonico: With something like pasta, also, not salting water. I think we mentioned this before. Not salting the pasta water is usually something that nobody notices.

>> Kelly Hughes: Good point. Thank you.

Another question. Can you talk a little on the strategy of replacing salt with mushrooms? More specifically, how much mushroom flavor is needed for customers to detect it? Is it a reasonable approach for large operators? If you add it too early, do you lose the flavor like salt?

>> Sanna Delmonico: That's a great question. I can talk about some research that was done here at the CIA on mushrooms and meat blends. It did, in fact, reduce the need for sodium

overall. It's been long for a long time that umami taste can reduce the taste for sodium, that fifth taste in mushrooms, aged cheeses, soy sauce and other fermented things as well as in tomatoes.

We were looking at adding a roasted, chopped mushroom to meat in order to reduce saturated fat and potentially reduce sodium as well. What we found was in a taco-type application we were able to use that mushroom-meat blend and reduce the sodium overall and actually people loved the taste of it, liked the texture better than the meat alone. So it was really a win-win. It was mostly about half mushroom, half meat by weight.

>> Brad Barnes: That works really well. It works with meat loaf, with burgers.

>> Sanna Delmonico: Meat balls. Yeah.

>> Brad Barnes: Very interesting. Delicious.

>> Kelly Hughes: Thank you for sharing. That's a great idea.

Another question I thought would be interesting to hear from CIA on. What are your thoughts about moving upstream and including health-related aspects in culinary school programming? Sort of a small departure from sodium reduction but I thought it was an interesting question to hear your thoughts on.

>> Sanna Delmonico: I can speak to that. I have taught nutrition to a group of culinary students this morning. We are definitely focused on incorporating nutrition and wellness into the culinary curriculum. So all the students here do get nutrition class. I spend a lot of time, frankly, talking about sodium because it's a very important issue for chefs. We want our future chefs to be educated and have some tools to work in that space.

>> Brad Barnes: I think one of the things that's definitely in CIA's curriculum, getting more deeply embedded, is the idea of precision within food preparation and whether that is applicable to temperature or to measurements. It's something that we're really -- when I was a student, there was plenty of put a bit of this, no, put a bit more, put a bit more, can't taste it yet. Now, we can pretty much tell you, the students know, how much of something should be in a dish. And then, of course, they can affect it if they need to affect it through technique. And, of course, we're dealing with nature most of the time. So things do need to be adjusted. But I've been really pleased to see that become more and more prevalent.

>> Kelly Hughes: Great. Thank you.

We have another question. I believe this is for you, Brad. Were metrics taken of the consumer pre and post for the 75% plant-based menu that went into effect?

>> Brad Barnes: So that was a brand new cafe. I don't think they'd mind if I told you it's from Stanford University. That is a cafe that was part of the mission that was requested by the Forbes family. It's called the Forbes Family Cafe. So what this was, they opened this with that particular mission. I think still -- I talked to them a couple of weeks ago. It's been open about four months now and it is the highest volume for its type of cafe on the campus. So, no, there wasn't any pre and post just because it opened that way but immediately it was successful and the volume has doubled their expectations.

>> Kelly Hughes: Thanks, Brad.

Another question. Sodium reduction -- or sodium is definitely an important benchmark but what other benchmarks are common in the food service industry, particularly in operators who serve universities and colleges?

I think this might be helpful for the audience to know in terms of working with these food service operators to kind of understand the food service operators business goals and what are some of their priorities to find some common ground.

>> Brad Barnes: Their primary interest is, of course, student response that would equate to satisfaction or not. As well, coupling that with integrating better for you food choices is huge. As we looked at that other chart to see that produce was the highest measurement on there, that's something that that particular university has strived to achieve and that they have been able to offer and use and sell more produce versus animal products than they had in the past. So that's a big one.

Of course, budgets are what drives everything. Food costs, labor costs is a tremendous piece. That generally is not terribly adjustable by things like raising prices or gaining revenue because most of it is driven by student swipe systems. So you have to do things within your given guidelines. The way that you typically are approved more successful is by raising your ratings.

So, again, when I go to work with these folks, what we focus on first is, of course, our underlying objectives, whatever that might be, but making things that are exciting for students, new for students, and get instant acceptance. Because that's really what drives their motivation.

Food choices, food services are known to be the third largest driver of enrollment in colleges. So as students come to look at a given college, that's important to the admissions, sales force and all of that, to be able to show off the food service. So also being contemporary is pretty important.

>> Kelly Hughes: Thank you, Brad. We have a couple more questions. We have time for a few more.

How do you address food issues across different cultures? For example, if you're working with an Asian population, what would you suggest in terms of working with these types of foods and establishments?

>> Brad Barnes: That's a big one for colleges, too, because most of the bigger colleges in the U.S. have somewhere between 10% and 30% of their population is Asian-based. So authenticity is what comes up most often. How do we do things so it's more true to origin? That, of course, is meaningful to everybody as the globe gets smaller and even the average college student understands what a true pho broth tastes like or they know that particular taco style is, you know, authentic. So I think authenticity is a big one for me.

>> Kelly Hughes: Thanks, Brad.

Another question. What recommendations do you have as far as flavor profiles and menu items for less adventurous and often picky palates of toddlers and young children ages 3 to 5 years in a large, prekindergarten setting? I'll open this up to all panelists.

>> Sanna Delmonico: I can speak to that. I was for many years a pediatric dietitian. I think there is some idea that children aren't willing to try what we would think of as unusual things or new things. Given the right setting, given something that looks appetizing, given something that other people are eating around them, most kids are really open to trying new things. And most people, most parents say that their kids are more likely to try something at school in a setting where other people around them are eating the same thing than they are at home. I don't know that we really need to limit ourselves to particular foods or particular flavor profiles. I think kids are open to what's available as long as it looks and tastes good.

>> Brad Barnes: I think that's a good point, too. In general -- I know -- I got three kids and straight, clean and pure always wins the race. When -- they'll taste it but they don't want to taste it mixed up with something else. So I think that idea of pure foods and how do you get them to eat something, cut it up for them, make it taste good, and give it to them, let them try it.

>> Sanna Delmonico: That's another good point. Cutting it up and making it manageable, physically manageable, is another important thing that will help kids try anything.

>> Kelly Hughes: Thank you. We did receive a question about kind of how easy it may be to use nutrition analysis software. The question was: Do you need a nutrition background to be able to work with a nutrition analysis software?

I don't know if any of you can speak to the learning curve perhaps of working with the software. Any recommendations for the audience that may not be familiar with how to use it? Are there trainings available? Is it pretty straight forward? Any advice you might have for the audience, for those that may not be as familiar working with the nutrition analysis software.

>> Sanna Delmonico: I've worked with the ESHA food processing software as well as other nutrition softwares. Having a nutrition background helps. Also having a food background because sometimes the ingredient selection list in that software is confusing and understanding what the ingredient or what the product is important, too. Yeah, there are trainings available. I know that -- I think particularly with the software we were talking before -- about, the manufacturer or the producer does trainings for new users. Most of them have a lot of good support, technical support, that you can call into.

>> Kelly Hughes: Thank you, Sanna.

Ellen, do you have anything to add to that? I know you've worked with that software as well.

>> Ellen Spitsen: Absolutely. I think our registered dietitians use that. It's a critical tool. But a big part of that is really in kind of understanding the questions that also may need to be asked, too. It's not as simple as necessarily taking a recipe and then just inputting it in but really understanding maybe -- maybe that there's a sub recipe you're going to need to be collecting. Maybe there's quantity that you need to be collecting. So having that critical eye. And then, of course, really -- there's going to be some calculations given to you. You also need to kind of ensure that -- does that look right?

I think with a lot of experience you start to sort of recognize that this is the information, this is the correct kind of information that it's giving to you versus maybe -- when somebody's maybe more new with the software, may not know how to use it to its full capacity.

>> Kelly Hughes: Thank you so much.

Well, I think -- we have a few minutes remaining. I want to thank everybody for submitting their questions and answers. This was a really interesting dialogue. I hope that everyone is at least walking away learning something new from the content that's been shared today.

I'd like to thank our presenters, Kristy Mugavero, all the excellent content and welcome today. They just bring a wealth of expertise and knowledge to this topic. It's great to have the perspective of the food service industry but also of the community level that's doing the work on the ground.

And I'd also like to thank our behind-the-scenes people, Chris Kinabrew and Star Tiffany and Joanna Hathaway of Public Health Institute as well as Josh Jennings of NNPHI.

This webinar was recorded and slides will be available soon. We hope that you tune in for our next installment of this Web Forum series on May 19. Information will be available on the Dialogue4Health website. We look forward to connecting with you soon.

Thank you all so much for participating today.

[The web forum ended at 3:27 p.m.]