

Evaluation Plan:

Purpose: The purpose of this evaluation is to provide guidance to practitioners in determining the reach, extent of implementation, acceptability, and effectiveness of a menu labeling intervention implemented in a *worksite* cafeteria. The evaluation plan looks at elements of a menu labeling intervention like the one implemented by Kaiser Permanente with a focus on changing health outcomes among employees. The evaluation plan includes suggested questions and data collection for both processes and outcomes. The evaluation is a pre- and post-test design with no control group. Please note that this suggested evaluation plan addresses post-program implementation. In the formative phases of developing a menu labeling program you may wish to refer to the evaluation questions posted on the Center TRT website.

Evaluation Questions: This evaluation plan likely includes many more evaluation questions than will be feasible to answer. Similarly, it may include questions that are less important for your particular context or lack questions that should be prioritized for your context. Center TRT recommends working with your stakeholder group to prioritize the evaluation questions you will seek to answer.

Design: The evaluation is a pre- and post-test design with no comparison group.

Data collection: A variety of data collection tools are referenced throughout the evaluation plan. Several of the process and outcome data collection tools were developed by the intervention developer or evaluator. These tools are asterisked throughout this evaluation plan. **Please note that the Center TRT has not reviewed these tools.** Additional data collection tools that were not used by the intervention are suggested; these tools will need to be created to apply to your context. These same tools also appear in the lower section of the Center TRT Logic Model.

Process evaluation data sources:

- Program trackers – These are various logs that can be used to monitor the following aspects of the Menu Labeling program: trainings conducted, number of menu items analyzed, distribution of implementation materials, etc.
- Cafeteria Patron Survey*
- Worksite demographic data
- Stakeholder interviews – Conducted with health care system administrators & cafeteria/food service personnel at individual cafeterias.
- Observational site visits

Short-term (1-3 year) outcome data sources:

- Cash register sales data
- Observational site visits

Tools that are asterisked were used by Kaiser in the evaluation and are available for your use. These tools can be accessed on our website within the [Evaluation Materials](#) section of the Kaiser intervention package.

Should you have questions about Kaiser Permanente’s monitoring and evaluation tools, please feel free to contact the intervention developers. Contact information for the developers is available [here](#).

PROCESS EVALUATION

This section should address the reach of the intervention into the intended population; the adoption or uptake of the intervention by community setting; and the fidelity of implementation of the intervention components and core elements.

Evaluation Questions	Data to be Collected	Data Collection Method
<p>Adoption</p> <p>What proportion of targeted cafeterias adopted the menu labeling program?</p>	<p>% of worksite cafeterias adopting menu labeling program</p>	<ul style="list-style-type: none"> • Program tracker – log of cafeteria adoption of menu labeling
<p>Reach (to worksite employees)</p> <p>How many worksite employees were exposed to menu labeling in the cafeterias?</p> <p>What were the demographics of the worksite employees purchasing food from cafeterias with menu labeling?</p> <p>Were the demographics of worksite employees using the cafeteria reflective of the demographics of the overall workforce?</p>	<p># of customers per day at cafeterias implementing menu labeling</p> <p>Age, gender, and job type reported by employees who purchased food at cafeterias implementing menu labeling</p> <p>Demographics of those using cafeteria compared to demographics of overall workforce</p>	<ul style="list-style-type: none"> • Cafeteria sales data • Observational site visits • Cafeteria Patron Survey* • Cafeteria Patron Survey* • Worksite demographic data
<p>Implementation – Overall Company level</p> <p>Were menu items selected and nutrient information analyzed?</p>	<p># and type of menu items selected</p> <p># and type of menu items analyzed</p>	<ul style="list-style-type: none"> • Program tracker – log of menu analysis

Were food service staff trained to implement the menu labeling program?	% of food service staff receiving training on menu labeling intervention	<ul style="list-style-type: none"> • Program tracker – log of trainings conducted and attendees
Were implementation materials (e.g., signage and menu boards) distributed to all cafeterias?	% of cafeterias (staff) that received all implementation materials	<ul style="list-style-type: none"> • Program tracker – log of materials distribution
Did the company headquarters publicize the program to cafeteria customers through system wide marketing channels?	# of marketing materials disseminated (by corporate headquarters) about the menu labeling program	<ul style="list-style-type: none"> • Number of publicity materials disseminated
Are the perceived benefits of the menu labeling program worth the implementation costs?	<ul style="list-style-type: none"> -Perceived benefits of menu labeling reported by company administrators -Cost of implementation across system 	<ul style="list-style-type: none"> • Stakeholder interview with company administrators • Cafeteria patron survey*
How feasible is menu labeling implementation at the company level?	Feasibility of implementation reported by overall company system	<ul style="list-style-type: none"> • Stakeholder interviews with company administrators
How acceptable is menu labeling to company stakeholders?	Acceptability of menu labeling at company headquarters level	<ul style="list-style-type: none"> • Stakeholder interviews with company administrators
<i>Implementation - Cafeteria level</i>		
What proportion of cafeterias adopting menu labeling had implementation plans?	% of cafeterias with implementation plans and/or timelines	<ul style="list-style-type: none"> • Program tracker
Did cafeterias fully implement menu labeling program, including correct and timely placement of the following: <ul style="list-style-type: none"> • Healthy Picks logo near healthy items on menu boards • Calorie information on countertop menu boards at point-of-decision 	<ul style="list-style-type: none"> % of targeted cafeterias fully implementing menu labeling program, including correct and timely placement of the following: <ul style="list-style-type: none"> • Healthy Picks logo near healthy items on menu boards 	<ul style="list-style-type: none"> • Observational site visits • Program tracker – log of implementation

<ul style="list-style-type: none"> Centrally located poster with additional nutrition information, away from the point of decision? <p>Were portion sizes served consistent with guidelines?</p> <p>Are the perceived benefits of the menu labeling intervention worth the financial costs?</p> <p>Is the menu labeling program feasible for individual cafeterias to implement?</p> <p>Is menu labeling acceptable to cafeteria stakeholders (customers and staff)?</p>	<ul style="list-style-type: none"> Calorie information on countertop menu boards at point-of-decision Centrally located poster with additional nutrition information, away from the point of decision <p># of portions served consistent with guidelines/total portions served</p> <ul style="list-style-type: none"> -Perceived benefits of menu labeling -Cost of implementation per individual cafeteria <p>Reported feasibility of implementation by cafeteria staff/food service director</p> <p>Reported acceptability of menu labeling program by cafeteria personnel and customers</p>	<ul style="list-style-type: none"> Observational site visits Stakeholder interviews with cafeteria personnel Cafeteria Patron Survey* Stakeholder interviews with cafeteria personnel Stakeholder interviews with cafeteria personnel Cafeteria Patron Survey*
OUTCOME EVALUATION		
<p>This section should address the <u>effect</u> of the intervention on the intended short-term outcomes (those you can measure at the end of a one-to-three-year project period).</p>		
Evaluation Questions	Data to be Collected	Data Collection Method
Outcome 1: Increased sales of healthy menu options		
<p>Did sales of healthy menu items (including lower-calorie items) increase after the menu labeling intervention went into effect?</p>	<p>Sales of foods categorized as “healthy” (use selected nutrition standards criteria & nutrient analysis results) measured at:</p> <ul style="list-style-type: none"> Baseline 	<ul style="list-style-type: none"> Cash register sales data Observational site visits

	<ul style="list-style-type: none"> • Follow-up 	
Outcome 2: Decreased sales of healthy menu options		
Did sales of less healthy/higher calorie menu items decrease after the menu labeling intervention went into effect?	<p>Sales of less healthy/higher calorie foods (use selected nutrition standards criteria & nutrient analysis results) measured at:</p> <ul style="list-style-type: none"> • Baseline • Follow-up 	<ul style="list-style-type: none"> • Cash register sales data • Observational site visits
Potential Unintended Consequences		
<ul style="list-style-type: none"> • Fewer cafeteria customers • Decreased sales • Decreased customer satisfaction 		