



FEEDING[®]
AMERICA | **THE NOURISH**
TOOLBOX

Practical Tools to Improve Diet Quality and Health



THE CHOICE PANTRY NUDGE TOOLKIT

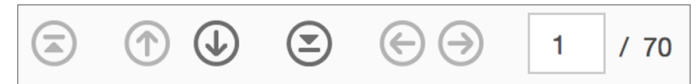
Released: Summer 2019

Questions? Contact nutritionteam@feedingamerica.org

OVERVIEW

Click on any of the items below to begin. You can also navigate the toolkit by clicking on the tabs at the bottom of every page.

Or, click these arrows in the Navigation Pane at the top left of the Adobe Reader window to move through the toolkit.



IN THIS TOOLKIT

Overview

Expanding Nudges through Partnerships | Action Plans 3-4



LEARNING PATH

Assess your knowledge of nudge interventions and choose your path to successfully implementing and evaluating nudges in choice pantries.

Click on items to view them as you move through the Learning Path to complete all activities.

LEARNING PATH: SMALL CHANGES MAKE A BIG IMPACT

Feeding America 2025 Goal: By 2025, Feeding America, in collaboration with our network and our partners, will ensure access to enough nutritious food for people struggling with hunger, and make meaningful progress toward ending hunger.

A culture shift is required to reach the desired outcomes of this goal. Culture shifts often begin with small changes in behavior.



LEARNING BURSTS

A horizontal row of five circular icons. From left to right: 1. A basket of oranges. 2. A plant with a ribbon tied around its stem. 3. Two hands holding a plant. 4. A watering can watering a plant. 5. Hands holding a plant.

NO

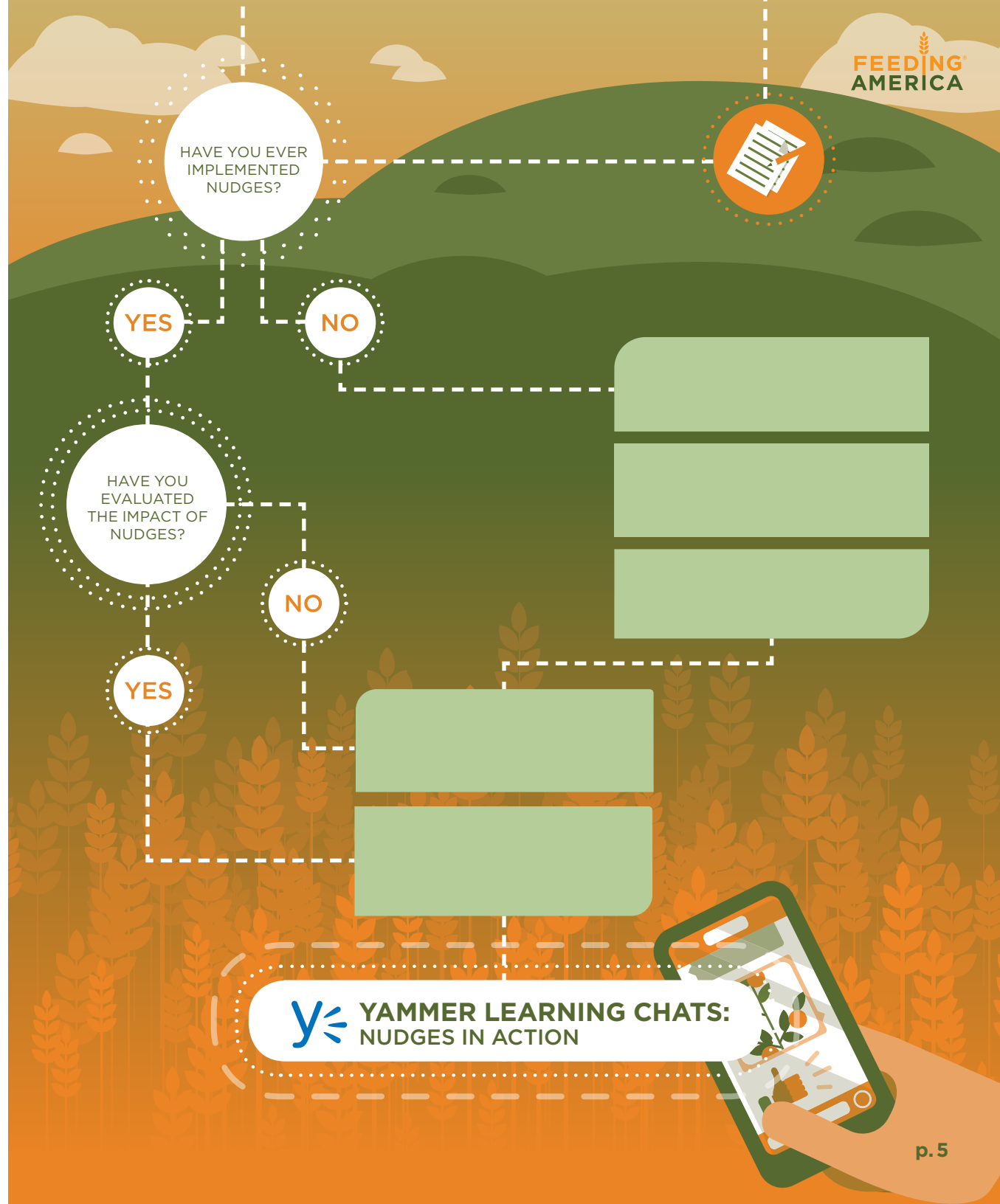
CAN YOU RECALL AND DESCRIBE 2 TYPES OF NUDGE INTERVENTIONS?

YES

LEARNING PATH: SMALL CHANGES MAKE A BIG IMPACT

Nudges are small changes in the environment that help make the healthy choice the easy choice, as well as increase distribution of perishable foods.

This toolkit was designed to help the Feeding America network of food banks build knowledge and capacity for nudge implementation to improve the food environment of food distributions and the dietary quality of people served.





VIDEO: STARTING OUT WITH NUDGES

Watch this introductory video to learn what nudges are and how nudge implementation can benefit the people served through choice food pantries.



VIDEO: STARTING OUT WITH NUDGES



LEARNING BURSTS

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Discover best practices and tips for successful nudges interventions.



LEARNING BURST

Nudges: Making the Healthy Choice the Easy Choice

As a hunger-relief organization, you know how important it is to make healthy foods or “Foods to Encourage (F2E)” available to the people we serve.



But we also know that this is just the first step to promoting healthy choices. For some food banks and food pantries, cooking classes or demonstrations are a great option to encourage people to try more F2E. And even if people served are able to attend food demonstrations or cooking classes regularly, nudges are yet another great approach to help people make healthier food selections.

PLAN FOR ACTION

Make a list of how nudges can help your food pantry or network of pantries. Jot down some notes and/or discuss with a colleague.



Nudges are small, low-cost changes that we can make around our food pantries to increase the chances that the people we serve will choose healthier foods. Changes could include placing vegetables in a prominent spot or adding shelf tags that highlight the health benefits of foods.

Through Feeding America’s research, we have found that overall, nudge interventions proved to be extremely effective, increasing the number of individuals who took F2E by roughly 46%, and increasing the number of F2E items the average individual took by over 55%.

LEARNING BURST

How Nudges Work: Small Changes Add Up

Nudges are small, environmental changes designed to make it easier for people to choose healthy foods.

Feeding America has had success with two categories of nudge interventions, and both can be used to help make new or unfamiliar foods seem more appealing for individuals using food pantries.

Placement and presentation: influences the way people view their food options, which then affects their choices. These interventions include:

- Convenience: placing F2E in easy to find and reach places; or
- Display Change: updating a display to make F2E seem more attractive; or
- Abundance Counts: displaying more F2E in actual quantity or arranging the display to suggest abundance; or
- Packaging: pairing F2E in a bundle which helps suggest options for making a meal

Leveraging information to inform decision-making also influences the choices individuals make in the food pantry. These types of nudge interventions could include:

- Suggesting an Amount: signs that communicate what others in the community are eating;
- Signage: labels that include a F2E’s nutritional value; and
- Multiple Exposure: displays of a F2E in multiple locations around the food pantry to increase the chances people will notice and select an item.



PLAN FOR ACTION:

What category of nudge intervention would you try first? Why did you choose to start with this intervention? Jot down some notes and/or discuss with a colleague.

LEARNING BURST

Change is Better Together: Tips for Building Team Buy-In

Nudges are an easy, low-cost strategy for supporting healthy choices and distributing perishable food items more quickly. To be successful, however, you'll need commitment from your colleagues to add nudges into your food bank or food pantry's existing programming.

Who Needs to Know? Make a list of departments and staff members you'll need to partner with to make the implementation of nudges work: food sourcing, nutrition education, agency relations, operations, evaluation, leadership—can you think of other departments or staff members who should be involved? Don't forget food pantry coordinators and volunteers—after all, they're working directly with the people we serve. Think about how they can help you and what information they will need.

PLAN FOR ACTION

How will you build your nudge implementation team? Who will you reach out to? What questions can you ask them? Jot down some notes and/or discuss with a colleague.



Get input from your team. Buy-in is a two-way street. After you introduce your new nudge implementation team to the nudge strategy, ask your team members for their expert advice on how to make nudges work at the desired food pantry or pantries.

Connect the dots. Change can be hard, especially when co-workers already have a lot on their plates. Help your colleagues understand how food access, dietary quality and health outcomes affect your community, then relate the nudge strategy back to your mission. Get your leadership involved to make the case to your team.

Remember, change takes time and teamwork. Working together, we can create an organizational culture that values access to healthy foods and the creation of healthy communities.

LEARNING BURST

Small Steps, Big Impact: How do Nudges Fit in with Feeding America’s Strategies?

By 2025, Feeding America, in collaboration with our network and our partners, will ensure access to enough nutritious food for people struggling with hunger, and make meaningful progress toward ending hunger. In order to reach these goals, Feeding America has launched Pathways to Health Promotion to help food banks and food pantries use evidence-informed strategies, including nudges, to improve the food environments of hunger relief organizations and the diet quality among the people we serve.



PLAN FOR ACTION:

How do nudges support your organization’s short-term and long-term organizational goals? Jot down some notes in your notebook and/or discuss with a colleague.

Why Nudges?

Research of nudges has shown that small changes can make a big difference in people’s food choices. These changes have the potential to encourage people to take more Foods to Encourage (F2E) by making the healthy choice the easy choice.

Nudges are a great strategy for organizations with limited nutrition education resources and capacity for storing perishable foods.

Nudges also work really well for choice food pantries regardless of financial or staff resources.

LEARNING BURST

Culture Change Starts with a Nudge: Big Changes, One Step at a Time

Feeding America and our partners are committed to promoting healthy foods to improve the dietary quality of the people we serve. Nudges are an easy, low-cost strategy for promoting healthy foods to improve the dietary quality of the people we serve, but they are also a great tool for creating culture change in an organization. As soon as you implement a nudge intervention, you are already well on your way to building broader change:

- Nutrition education and health promotion become a part of staff and volunteer daily activities.
- Staff and volunteers believe they can play a role in promoting systems that support healthy communities, including access to healthy food.
- Staff and volunteers see the value of promoting healthy choices and align themselves to the broader mission and goals of the organization.

How can you encourage culture change in your organization?

Get support from the top.

If leadership and management make healthy food and nutrition education a priority, your staff will too.

Lead by example.

Put nutrition education into practice and let your colleagues know about the changes you have made in a staff meeting, write an article for the newsletter or discuss the changes over lunch.

Encourage your colleagues.

Acknowledge that change can be hard. Ask your colleagues to keep an open mind, experiment with different nudge interventions and share what they have learned with the network.

PLAN FOR ACTION:

What steps could you take to promote culture change at your food bank or food pantry? Jot down some notes and/or discuss with a colleague.





ACTION PLANS

Learn how to implement nudges throughout your network.

Getting Started with Nudges | Action Plans 1-2

Expanding Nudges through Partnerships | Action Plans 3-4



ACTION PLAN 1

PLANNING FOR IMPLEMENTATION

Before You Start:

Collaboration is key for the success of nudge interventions. You will need to work closely with staff from different departments to complete these action plans.

Choosing Food Pantry Partners

A food pantry partner with a strong commitment to nutrition education and the capacity to implement nudges makes a great choice. Gathering the following information can help you identify food pantry partners that are ready to implement nudges:

- Is the food pantry considered top-tier or high capacity?
- Does the food pantry have a choice environment?
- Does the food pantry consistently order Foods to Encourage (F2E)?
- Does the food pantry have policies or partnerships that support nutrition education?
- Are the staff and volunteers supportive of efforts to improve health outcomes in the community?

Choosing Appropriate Foods to Encourage (F2E) to Nudge

When preparing to use nudge interventions to make the healthy choice the easy choice, food pantry sites should prioritize use of nudges with food items that are culturally appropriate, a F2E and can be accessed consistently and reliably.

- Meet with food sourcing, procurement and fundraising staff to discuss the new effort to implement a nudge intervention at a food pantry.
- Check past and current inventory records to determine which F2E items are available consistently (e.g. daily, weekly, monthly).
- Select an item from the consistently available F2E list that is not typically popular amongst people served, based on past distribution observations, and could benefit from a nudge.
- Plan for increased demand of the chosen F2E during the nudge intervention.





ACTION PLAN 1

PLANNING FOR IMPLEMENTATION

Choosing the Right Nudge Intervention

Feeding America found that staff and volunteer insights regarding which nudge intervention to choose were key to building support for the initiative and implementing it successfully.

Task: Interview staff from multiple food bank departments and food pantry coordinators. Before meeting with food bank staff and food pantry coordinators, select three nudge interventions you are considering. To review the different nudge interventions, read the *Small Changes Add Up* Learning Burst. Describe the nudge interventions, and ask staff which nudge intervention they would choose to implement and why. Take notes during the interview. Summarize your findings below.

Who did you interview?

What insights did they share?

Which nudge intervention did they think would work best in your setting? What reasons did they give for choosing that intervention?

Bringing it All Together

Summarize what you learned after completing the checklists and tasks in Action Plan 1.

Preparing to Implement a Nudge - Things to Consider

- Consider the ease of use and preparation of the nudge and the potential of the nudge to support improved dietary quality of people served.
- Review the [nudge readiness factors checklist](#), and assess the pantry's readiness to begin implementing nudges.
- Consider the cultural food needs of the people served at the food pantry distribution when selecting the food item and nudge intervention. For example, try a nudge intervention that promotes ingredients inspired by relatable dishes and recipes.
- Discuss with food bank staff and food pantry coordinators how F2E items will be sourced (e.g., sole donor, multiple donors, or purchased) and how the F2E will be supplied at the food pantry (e.g., will it be included in a typical delivery schedule or will it require a new delivery schedule to keep a consistent supply?).
- Consider the food pantry's capacity for collecting information and tracking results. You can observe changes in the culture, interest in F2E, and buy-in from staff, and record these observations. These changes can be an effective way to begin measuring the impact of your nudge intervention.
- If meeting with a potential partner pantry for the first time, use the [initial nudge intervention partner meeting checklist](#) to prepare.



ACTION PLAN 2

IMPLEMENTING NUDGES AS A TEAM

Before You Start:

Collaboration among departments and teams at the food bank and food pantry (e.g., food sourcing, nutrition education, agency relations, operations and evaluations department, leadership, food pantry coordinators and volunteers) is essential for successful implementation of nudge interventions.

Educate Key Stakeholders - Build Support for Nudges

- Identify key stakeholders (e.g., food bank/food pantry staff, volunteers, partners), and share key nudge messaging with them.
- Secure time on an all staff agenda to create awareness of nudge strategies and nudge intervention(s) that will be implemented at select food pantries.
- Send an email or memo to staff and other key stakeholders that explains the purpose and goal(s) of the nudge strategy.
- Invite key stakeholders to join the nudge implementation team.
- Identify tasks and related timeline for nudge implementation team members.
- Host a meeting with the nudge implementation team and delegate tasks.
- Implement the selected nudge intervention(s) at each food pantry site.
- Announce to all key stakeholders the start of the nudge intervention(s) through multiple, appropriate channels (e.g., staff presentation, email, memo, newsletter, etc.).
- Schedule a follow-up meeting with the nudge implementation team to monitor the nudge intervention(s). Ask food pantry staff involved with the nudge intervention(s) to share the successes and challenges of implementing nudges. Provide feedback and offer additional support to group members implementing the nudge intervention(s) (if needed).
- Update key stakeholders on the progress being made on the nudge intervention(s) through multiple, appropriate channels (e.g., staff presentation, email, memo, newsletter, etc.).
- Acknowledge nudge implementation team members.
- Share with key stakeholders the results and lessons learned from the nudge intervention(s) through multiple, appropriate channels (e.g., staff presentation, email, memo, newsletter, etc.). For more information, see *Monitoring: Learning from Experience* (Action Plan 3).



ACTION PLAN 2

IMPLEMENTING NUDGES AS A TEAM

Craft and Communicate Key Messages

***Task:** Consider the benefits of nudges. What benefits (e.g., increasing distribution of F2E, improved dietary quality of people served, alignment to core mission, supports strategic plan) do you think appeal to key stakeholders?

Prepare to lead an *interactive presentation that informs key stakeholders about the nudge strategy and interventions.

Consider which resources you can use to introduce nudges in an engaging and informative way. Available resources include: [Nudges in Action Case Study](#), [Starting Out With Nudges video](#), [Learning Bursts](#), [Nutrition Nudge Research Summary](#).

*Interactive Presentation Key Components:

- Welcome
- Goal: Help make the healthy choice the easy choice
- What is our nudge intervention?
- Nudge intervention: Which nudge intervention(s) will be used at our (partner) food pantry?
- Q&A

Note: *The Nudges in Action* case study could be used as a template to start your presentation.

How did the group respond?
What questions or concerns need to be addressed?

Securing Support - Things to Consider

- Plan to gather input from key stakeholders at all stages of the nudge intervention(s):
 - *Planning for Implementation (Action Plan 1)*
 - *Implementing Nudges as a Team (Action Plan 2)*
 - *Monitoring: Learning from Experience (Action Plan 3)*
 - *Disseminating: Spreading the Word (Action Plan 4)*Keeping key stakeholders engaged will help grow support for nudges throughout the duration of the intervention(s).
- Bring awareness to key stakeholders about health disparities affecting people served, and energize the entire organization around your efforts including the nudges interventions to increase F2E distribution.

Bringing it All Together

Summarize what you learned after completing the checklist and task in Action Plan 2.



ACTION PLAN 3

MONITORING: LEARNING FROM EXPERIENCE

Before You Start:

Food banks and food pantries implementing the nudge strategy can benefit greatly from monitoring, reflecting and reporting on the success of each nudge intervention. It can be helpful to repeat this process

each time a new nudge intervention is implemented at food pantries. Disseminating lessons learned can promote best practices for nudging healthy foods and disseminate nudges across the network.

Monitoring Nudge Interventions and Measuring Success

- Take pictures of the food display at the food pantry before and after the nudge intervention is implemented.
- Record any changes you make to the environment (i.e., layout, setup or display) as part of your nudge intervention.
- Check in with the appropriate staff or volunteers to note the inventory of F2E before and after the intervention.
- Set up a regular check-in (bi-weekly or monthly, in-person at the food pantry preferred) with key food pantry staff and volunteers to identify and discuss any issues that come up during the intervention (i.e., inadequate supply of a F2E item, inconsistency in nudge set up).
- Make a note of any factors that may have influenced the distribution of F2E (i.e., higher or lower volume of people served, changes in the implementation of nudges, changes in the availability of F2E item, F2E not the best cultural fit for specific distributions, etc.).

- Ask food pantry staff and volunteers if the nudge intervention influenced their views on the topic of health/nutrition or if they observed any changes in attitude by individuals being served toward the nudged F2E.
- Measures of success will vary according to your organization's goals for the nudges intervention. Where some food banks and food pantries may be solely concerned with distribution of F2E, others can observe and record the other positive effects of nudges, including: successful adoption of an intervention at food pantries, creating food bank/food pantry leadership support, or consistent communication among food pantry volunteers.
- Prepare a brief report of the results and lessons learned from the nudge intervention(s).





ACTION PLAN 3

MONITORING: LEARNING FROM EXPERIENCE

Sustaining Nudges Long-Term

***Task:** Develop a sustainability plan that takes into account staffing, F2E sourcing, training of staff and volunteers, and policies that influence sourcing and distribution (both written and unwritten). Share this plan with leadership to gather the support needed to sustain nudges over time.

Bringing it All Together

Summarize what you learned after completing the checklist and task in Action Plan 3.

Reporting Results: Things to Consider

- Try nudges with an open mind. Finding the nudge that works best at a particular site and in a particular community calls for some trial and error.
- Make sure to keep organizational leadership informed of the successes and challenges of the nudge intervention(s), and reach out for support when needed. Ask organizational leadership how they would like to be updated (e.g. regular project updates through email, check-ins, or phone calls).
- Establish a list of best practices and lessons learned from implementing nudge interventions in food pantries.
- Make your nudge intervention(s) sustainable by ensuring consistent access to the F2E item.



ACTION PLAN 4

DISSEMINATING: SPREADING THE WORD TO EXPAND NUDGES THROUGHOUT YOUR NETWORK

Before You Start:

Once a food bank has had the chance to partner with a food pantry to plan, implement, monitor and report on nudge interventions, they can take the lessons learned and teach them to other food pantries, food banks, partners and donors.

Share Best Practices For Nudge Implementation

- Identify what worked at each stage (i.e., planning, implementing, monitoring and disseminating) of the nudge intervention(s) implemented in the past.
- Identify additional food pantries to implement nudge interventions.
- Select a food pantry (or pantries) you will support with nudge implementation.
- Ask key staff at each selected food pantry to share any questions and concerns they might have about the nudge strategy and implemented intervention(s).
- Organize a training to teach the staff at each selected food pantry about nudge interventions.
- Share toolkit materials including Action Plans 1, 2 and 3, and other relevant resources with the staff at the selected food pantry (or pantries).

- Once the nudge intervention starts, schedule 1-2 meetings or calls with key staff at each selected food pantry to monitor issues that arise during the nudge intervention (i.e., inadequate supply of a F2E item, inconsistency in nudge set up).
- Coordinate a visit to each selected food pantry on a monthly or quarterly basis, or more often if needed, to observe the nudge intervention and help troubleshoot issues.
- Review pre- and post-intervention distribution of F2E with staff at each selected food pantry to assess the impact of the nudge intervention.
- Discuss successes, challenges and lessons learned with staff at each selected food pantry.





ACTION PLAN 4

DISSEMINATING: SPREADING THE WORD TO EXPAND NUDGES THROUGHOUT YOUR NETWORK

Tell Your Story

***Task:** By sharing your experience with other food banks and food pantries, you can inspire others to give nudges a try. Prepare a memo, email or blog post about the lessons learned from your nudge intervention. Discuss which nudge intervention worked best, how it was implemented, what challenges you had to overcome, and how to sustain nudge interventions over time.

Bringing it All Together

Summarize what you learned after completing the checklist and task in Action Plan 4.

Providing Guidance to Food Banks and Food Pantries - Things to Consider

- Food pantries considered “early adopters” are a good choice when selecting food pantries to support with implementation. Begin by identifying food pantries with a strong commitment to nutrition education and the capacity to implement nudges. For more information, see *Planning for Implementation* (Action Plan 1).
- Before working with other food pantries to begin nudge interventions, review the [nudge readiness factors checklist](#), and assess their readiness.
- Remember, you can do different kinds of reportings to disseminate the results of your nudges intervention. For example, a list of best practices and lessons learned from implementing nudge interventions at previous food banks or food pantries is a great way to disseminate your success story. This kind of reporting can also serve as a resource for other food banks and food pantries in your network.
- If meeting with a potential partner pantry for the first time, use the [initial nudge intervention partner meeting checklist](#) to prepare.

CHECKLIST

INITIAL NUDGE INTERVENTION PARTNER MEETING

Your food bank's initial nudge intervention meeting with each pantry lays the groundwork for successful partnerships and implementation plans. Use this checklist when meeting with a potential partner pantry for the first time.

BEFORE THE MEETING

Send an introductory email to the partner pantry's executive director.

Include:

- Your food bank's nudge strategy (if developed).
- How your food bank is partnering with other food pantries to implement nudges.
- How the partner pantry can help source and support dietary intake of Foods to Encourage (F2E).
- A request for a one-hour, in-person meeting with the partner pantry's executive director and key stakeholders (as identified by executive director).

Attach or link to the following pre-reads:

- [Video](#): Starting out with Nudges
- [Learning Burst](#): Nudges: Making the Healthy Choice the Easy Choice
- [Learning Burst](#): How Nudges Work

AT THE MEETING

Ask:

- Based on the pre-reads, what questions do you have about nudges?*
- What questions do you have about implementing nudge intervention(s) within your food pantry?*

Discuss engagement and selection of nudge intervention(s):

- Allow partner pantry to share which nudge intervention(s) seem most appropriate to implement in their setting.
- Discuss what types of F2E will be used.
- Allow partner pantry to suggest first steps for executing on the implementation of nudge intervention(s).
- Encourage partner pantry to commit to a nudge intervention implementation date.
- Ask: *How can we help you make your nudge strategy a success?*

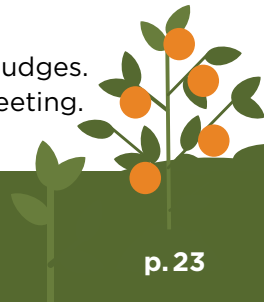
AFTER THE MEETING

If food pantry staff/volunteers are ready to implement nudges:

- Provide printed versions of:
 - [Learning Burst](#): Change is Better Together
 - [Learning Burst](#): Culture Change Starts with a Nudge
 - [Action Plan 2](#): Implementing Nudges as a Team
 - [Action Plan 3](#): Monitoring: Learning from Experience
 - [Nudges in Action](#): A Closer Look (Recommended: Slides 4-7, 24, 27-28, 32)
- Say: *These resources can help guide you through the next two stages of nudges implementation and monitoring. [Nudges in Action: A Closer Look](#) is a case study that offers an example of successful implementation of nudge interventions.*
- Send a thank you email or note to everyone at the meeting.

If food pantry staff/volunteers are uncertain:

- Ask how you can help.
- Connect them to other food pantries implementing nudges.
- Send a thank you email or note to everyone at the meeting.



CASE STUDY

NUDGES IN ACTION

See an example of successful implementation of nudge interventions.



NUDGES IN ACTION: A CLOSER LOOK

How food banks and food pantries implement “nudges”



OVERVIEW

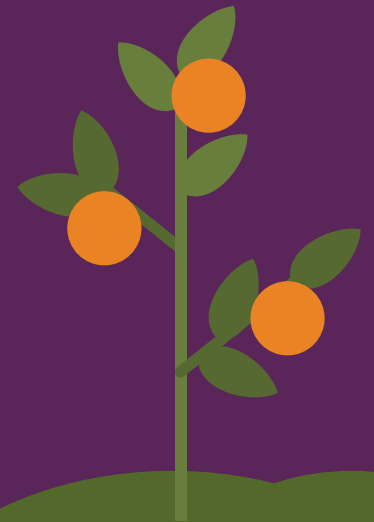
NUDGES REVIEW

CASE STUDY: **MEADOW FOOD BANK**

- Introduction
- Preparation
- Planning
- Implementation
- Results
- Sustainability

APPLICATION: NUDGES IN YOUR SETTING

NUDGES REVIEW



NUDGES

A “nudge” refers to a small change made to the food distribution environment in order to influence the decisions people make about food.

Implementation of **nudge interventions** in a choice food pantry setting increases the likelihood that people served will choose **Foods to Encourage (F2E)** items.



FOODS TO ENCOURAGE (F2E)

Feeding America's approach to estimate the nutritional contributions of food categories in food banks' inventories. **F2E** is based on emphasizing the most health-promoting food groups recommended through the U.S. Dietary Guidelines such as:

- Fruits
- Vegetables
- Low-Fat Dairy
- Lean Proteins
- Whole Grains

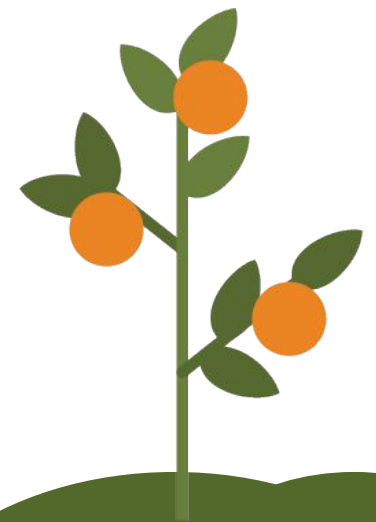


NUDGE INTERVENTIONS

The particular implementation of a nudge for a specific **F2E** item.

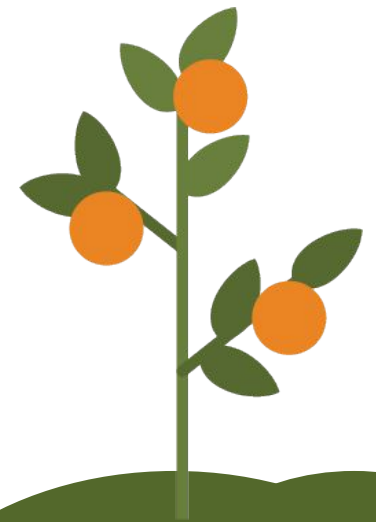
- Abundance Counts
- Convenience
- Display Change
- Multiple Exposures
- Pairing **F2E** items to create a package meal idea
- Signage Helps
- Suggesting an amount to help normalize a behavior of taking more **F2E**

In one Feeding America study, nudge interventions increased the likelihood an individual took at least one **F2E** by **46%**



The two following interventions are the focus of the case study.

- **SIGNAGE HELPS**
- **ABUNDANCE COUNTS**





SIGNAGE HELPS

Uses the power of information and marketing materials like posters or shelf tags to promote **F2E**

Example:

A shelf tag containing information about oatmeal's potential health benefits and an appealing photo of oatmeal is placed next to the oatmeal boxes.



SIGNAGE HELPS: WHY IT WORKS

Individuals are sensitive to attractive images and messages that highlight a desirable quality in a **F2E** which increases the likelihood a **F2E** will be selected.



ABUNDANCE COUNTS

Involves increasing the number of **F2E** items displayed, and/or enhancing the perception that the item is plentiful by changing the size of the container.

Example:

Cabbages were moved from a cardboard tote to heavy duty plastic crate that appeared fully stocked and made the cabbages more visible.



ABUNDANCE COUNTS: WHY IT WORKS

- If a shelf, box or crate appears mostly empty, shoppers are more likely to pass up the contents.
- Seeing an abundant amount of **F2E** available suggests it is socially acceptable to take more of the item.
- The appearance of abundance increases the likelihood a **F2E** will be selected and increases the amount people will select of the particular **F2E**.



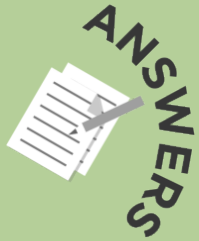
REVIEW: CATEGORIZING NUDGE INTERVENTIONS

Given what you have read about nudges, what are some examples of nudge interventions where signage and abundance can be used to nudge a F2E? Sort each example into the appropriate categories.

SIGNAGE HELPS >

- 1 Displaying images of bags of potatoes with a message that reads "The average family takes two bags of potatoes each week"
- 2 Changing the size of a container to make apples appear more plentiful
- 3 Hanging posters of whole-grain breads with a message about the health benefits of fiber
- 4 Piling oranges into a mound that rises out of basket

< ABUNDANCE COUNTS



REVIEW: CATEGORIZING NUDGE INTERVENTIONS

Given what you have read about nudges, what are some examples of nudge interventions where signage and abundance can be used to nudge a F2E? Sort each example into the appropriate categories.

SIGNAGE HELPS:

- 1 Displaying images of bags of potatoes with a message that reads “The average family takes two bags of potatoes each week”

- 3 Hanging posters of whole-grain breads with a message about the health benefits of fiber

ABUNDANCE COUNTS:

- 2 Changing the size of a container to make apples appear more plentiful

- 4 Piling oranges into a mound that rises out of basket

CASE STUDY: **Meadow Food Bank**





ABOUT THIS CASE STUDY

This case study offers an in-depth look at how two nudge interventions are implemented by **Meadow Food Bank**. **Meadow Food Bank** is fictional, but the information in the case study is based on actual findings. These experiences and results were drawn from reports summarizing Feeding America's extensive research on the effects of nudges at choice food pantry sites.

INTRODUCTION



MEADOW FOOD BANK

THE ORGANIZATION

Meadow Food Bank is shifting towards providing healthier foods and nutrition-focused strategies and partnerships in order to influence systems and promote healthier communities.

THE CONTEXT

Meadow Food Bank wants to expand the distribution of healthy foods that Feeding America has categorized as F2E, which include fruits and vegetables, lean proteins, low-fat dairy, and whole grains.

THE GOAL

Increase the distribution of **F2E** at one of **Meadow Food Bank's** food pantries.

PREPARATION



NUDGES READINESS ASSESSMENT

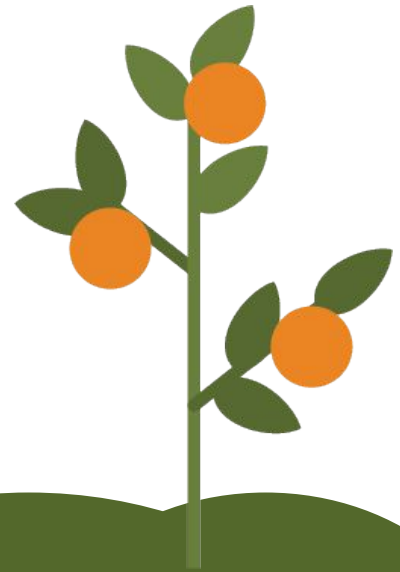
Before implementing nudges, a food bank staff member at **Meadow Food Bank** used the readiness checklist as a self-assessment to determine if they were ready to begin a nudge intervention.

- Does the food pantry have a choice distribution style?
- Is there a reliable supply of the **F2E** food item to be nudged?
- Is there sufficient demand for healthier foods?
- Is there an opportunity to nudge perishable healthy foods?
- Is the cultural appropriateness of the food or the nudge being taken into account?
- Is there interest in nutrition education but limited funding available?
- Are different staff or volunteers within the organization aligned on nudges?
- Are the organization's policies supportive of using nudges to move healthy foods?

FOCUS ON COLLABORATION

Meadow Food Bank was focused on the promotion and distribution of several **F2E**, including brown rice, onions, milk alternatives, eggs and potatoes. The food bank staff member brought together key stakeholders (staff from the food sourcing, nutrition education, agency relations, operations and evaluation departments, leadership, food pantry coordinators and volunteers) to discuss nudges.

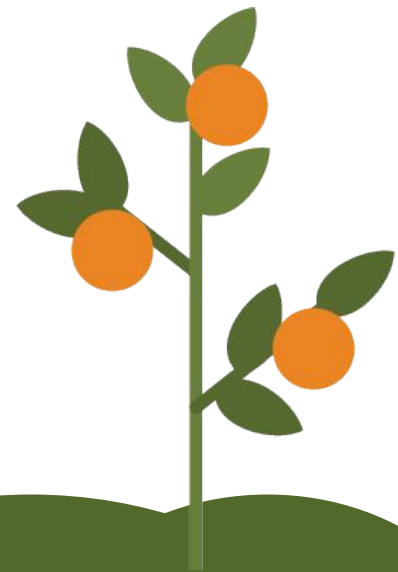
After much consideration, the list was narrowed down to two (2) **F2E** items: cabbage and oatmeal.



SELECTING THE NUDGE INTERVENTIONS

The stakeholder group chose cabbage and oatmeal as the target **F2E** to nudge. These items had historically been hard to distribute but were consistently available, so a nudge could help the food bank distribute these items more quickly. The stakeholder group also discussed the health impacts of the foods and the ease with which a nudge could be implemented.

Given the diversity in the community, it was also important to consider the cultural traditions and preferences of people served. The food pantry staff agreed to implement two different nudge interventions: abundance counts and signage helps.





REVIEW: SELECTING THE NUDGE INTERVENTIONS

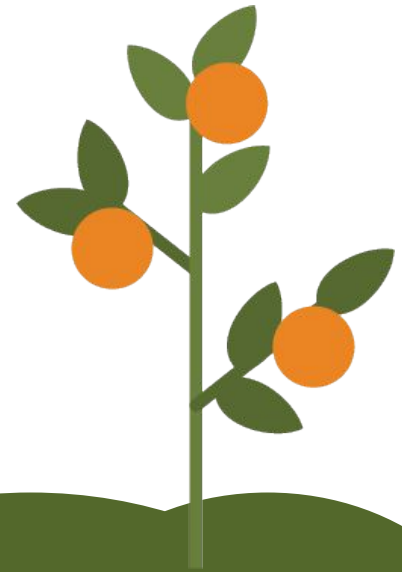
What nudge interventions were selected?

What was the basis for the stakeholder group's decision-making process?

BUILDING A NUDGE IMPLEMENTATION TEAM

A nudge implementation team consisting of the food pantry coordinator, a representative from the leadership team, and a volunteer was assembled. The nudge implementation team was tasked with overseeing the proper implementation of the nudge interventions.

They encouraged staff and volunteers to get involved and organized trainings on nudges. They also held regular meetings to address questions or concerns that came up through the duration of the nudge interventions.





REVIEW: BUILDING A NUDGE IMPLEMENTATION TEAM

Who was invited to be a part of the nudge implementation team?

Which department/role/area of focus did they represent?

PLANNING



CONSIDERING COMMON CHALLENGES

Challenges in the following areas can undermine the success of nudge interventions.



Organizational Culture

Staff and volunteers have different opinions about the role of food banks and pantries in promoting health

Buy-In

Staff and volunteers are resistant to change and resist the implementation of nudge interventions

Implementation

There is an inconsistent supply of enough **F2E** items so the nudge intervention is implemented inconsistently and/or incorrectly

OVERCOMING COMMON CHALLENGES

Meadow Food Bank found creative solutions to the following challenges:



Organizational Culture Solution:

Work together to reach
a common goal

Buy-In Solution:

Build a cross-functional
nudge implementation
team so previous resisters
can become invested for
their own benefit

Implementation Solution:

Work with the supply team
and donors to ensure
reliable and consistent
supply of selected **F2E**

ORGANIZATIONAL CULTURE

CHALLENGE 1

Meadow Food Bank leadership came to the understanding of the important role of nutrition in addressing food insecurity, and their food bank and pantries' unique opportunity to engage, knowing that people utilizing their services are disproportionately impacted by poor nutrition. They then incorporated nutrition goals into their organization's plans, making these part of the staff's daily focus and activities. Their increased organizational commitment to sourcing and promoting healthier foods motivated staff to work together to distribute more F2E.



BUY-IN

CHALLENGE 2

Meadow Food Bank informed food bank and food pantry staff about the intersections between food insecurity, nutrition and health, and how this affects their community. Learning how nudges make the healthy choice the easy choice inspired staff to join the nudge implementation team and helped grow support for the use of nudges throughout the organization.



IMPLEMENTATION

CHALLENGE 3

At the **Meadow Food Bank**, cabbage was selected as the F2E to nudge because it was readily available. As a result, the abundance counts nudge intervention was effective due to the steady supply of the F2E, and was maintained out of habit.



RECAP: SOLUTIONS TO OVERCOME CHALLENGES



Organizational Culture

Communicate how nudges relate to organizational mission

Why it works?

Nudges flourish when implemented in a setting that reinforces healthy eating.

Buy-in

Ensure food bank and food pantry staff are on board and support the nudge

Why it works?

Food pantry staff create the physical and social environment that invites people served to respond positively to nudges.

CHALLENGE 3

Implementation

Choose **F2E** items that are consistently available

Why it works?

Choosing consistently available **F2E** ensures the nudge intervention is implemented consistently and correctly. Staff become familiar with the nudge intervention and can train others to implement the nudge correctly.



REVIEW: SEEING CHALLENGES AS OPPORTUNITIES

Challenges often reveal opportunities. Given the types of challenges that arise, consider which alternative nudge intervention could be implemented instead?

Example:

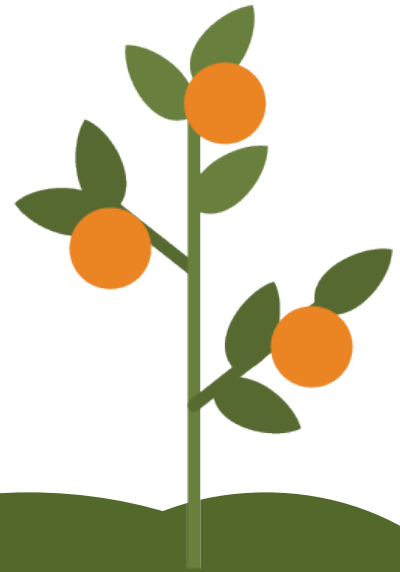
*If there is no buy-in to implement the signage nudge, perhaps it would be easier to pair **F2E** items to create a packaged meal idea instead.*

IMPLEMENTATION



NUDGES IN PLACE

Because choice pantries are designed to mimic a grocery shopping environment, nudges are an appropriate nutrition education strategy to promote healthy food choices in these settings. **Meadow Food Bank** chose to implement the following two nudge interventions: **signage helps** for oatmeal and **abundance counts** for cabbage.



SIGNAGE HELPS IN PRACTICE

Posters displaying attractive images of **F2E** can lead shoppers to select the pictured items when they are making food choices. At **Meadow Food Bank**, signage (shelf tag) was displayed to highlight a positive characteristic of oatmeal. The shelf tag showed an image of oatmeal with a message that read “Feel fuller longer” and was displayed at eye level on the shelf next to the oatmeal.



What preparation do you think was needed to implement this nudge intervention?

ABUNDANCE COUNTS IN PRACTICE

Rather than simply stocking produce like cabbage, staff and volunteers were asked to regularly sort through produce, removing pieces that were bad, and making sure the cartons were filled to the top in order to make the cabbages more visible and seemingly more abundant. The staff also made other changes to the environment that included moving the cabbages from cartons to heavy-duty plastic crates, making it more appealing.



What preparation do you think was needed to implement this nudge intervention?

REVIEW: NUDGES IN PRACTICE

Distribution

- How was the distribution area arranged to “nudge” a chosen **F2E** item?
- Was there a nudge intervention that seemed to easily “fit” into place or perhaps was already somewhat implemented, but just needed to be completed? For example, was there an opportunity to add to existing signage? Was there a way to make better use of space in order to add an additional distribution location for the **F2E**?

Staff and resources

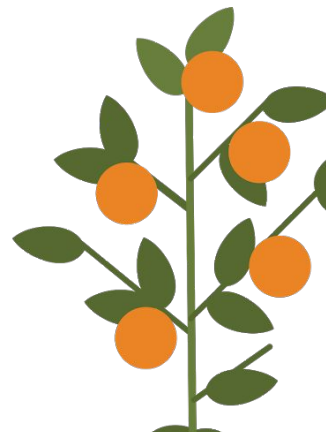
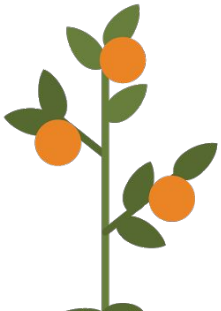
- Did the nudge intervention require additional staff or volunteers to maintain the nudge during a distribution? For example, in the Abundance Counts nudge intervention, were additional staff or volunteers needed to restock the container and keep the cabbage looking fresh and appealing throughout the entire distribution?
- Did the nudge intervention require a different use of resources, such as tables or shelves? For example, to implement the Signage Helps nudge intervention, can a shelf be dedicated to display **F2E** at eye level along with a sign that highlights the health benefits of the food?

RESULTS



IMPACT

- Nudges increased likelihood a **F2E** food item was taken; and
- Increased the average number of **F2E** food items taken by people served





SIGNAGE HELPS

In one Feeding America study,

- Signage increased the likelihood that people served took oatmeal by **202%**. People served were three times more likely to take oatmeal because of the signage (shelf tag) nudge.
- The average amount of oatmeal distributed per individual served increased by **146%**. This implies people served took more than double the amount of oatmeal they used to take before the signage (shelf tag) nudge was in place.



ABUNDANCE COUNTS

In one Feeding America study,

- The abundance counts nudge that made cabbages more visible and seem more abundant increased the likelihood that a person served took cabbage by **42%**. This means that an additional 2 out of every 5 people served selected cabbage who might not have if the nudge intervention was not in place.
- The nudge interventions also increased the average amount of cabbages taken by any given person served by **56%**.

STAFF PERSPECTIVES ON NUDGES



- “The selection of fresh produce has really picked up in the last two years. It’s made a big difference. They [individuals served] love being able to prep their own food and get some of the fresh produce.”

—Operations staff, Meadow Food Bank

- “...Every day is an opportunity to teach our individuals served about the foods that we give out [such as collard greens, kale, and beets]...that’s one of my joys in this job...every day is a teaching experience.”

—Food Pantry Staff, Meadow Food Bank

PEOPLE SERVED AND NUDGES



Shelia Morris has been to the food pantry many times and says she eats better because of it:

"I look at the different brands that they have, like the organic. I found out that it's very good, so I try to eat as healthy as I can with what I can get."

One swap she recently made?

Whole wheat pasta instead of regular.

"It just looked good, so ... why not?"

*Excerpted from an [NPR radio news story](#) *Food Pantries Try Nutritional Nudging To Encourage Good Food Choices* reporting on the findings of the nudges evaluation study conducted at various food banks and pantries in the FA network.

SUSTAINABILITY





REVIEW: MAINTAINING NUDGE INTERVENTIONS

What could Meadow Food Bank do to ensure the nudge interventions are sustainable?

Note: Train food pantry staff and volunteers to implement a nudge so it becomes a routine process, include nudge intervention training in new volunteer and staff trainings, add signage and display preparation to routine set up procedures are other ways to maintain nudge interventions.

For a multiple exposure nudge intervention, making the locations used during the intervention into permanent distribution locations. For example, keeping the whole wheat bread (or non-seasonal item) permanently at the two different locations in the line selected during the nudge intervention.

APPLICATION: NUDGES IN YOUR SETTING





What are three key takeaways from this case study on implementing nudges?

1

2

3



How can you involve stakeholders in your plan to implement nudges?

- Donors
- Leadership
- Food Bank Staff
- Food Pantry Staff
- Partners
- Volunteers (from food bank and food pantry)
- People Served

RESOURCES

The Power of Nudges: Making the Healthy Choice the Easy Choice

<https://hungerandhealth.feedingamerica.org/resource/the-power-of-nudges-making-the-healthy-choice-the-easy-choice-in-food-pantries/>

The Power of Nudges: Peer Insights and Perspectives

<https://hungerandhealth.feedingamerica.org/resource/nutrition-nudge-cross-site-summary/>

Strategies: Nudges

<https://hungerandhealth.feedingamerica.org/explore-our-work/nutrition-education-initiatives/strategies/nudges/>

Nudges Readiness Factors Checklist

<https://hungerandhealth.feedingamerica.org/resource/nutrition-nudge-research-summary/>



Nudge Implementation Observation Form

Fill out a new page for each distribution during the testing period. Use the back of this page if needed.

Both positive and negative observations are acceptable.

Date: ___/___/___

Pantry: _____

Items Nudged: _____

<p><u>Take Rate (how many families took the Nudged items)</u></p> <p><u>How soon did you run out of the Nudged items?</u></p>	<p><u>Visual Observations</u></p>
<p><u>Feedback/comments from pantry clients</u></p> 	<p><u>Other Notes (ex. challenges that arose, volunteer opinions, etc)</u></p>