

Second Edition

Community Nutrition in Action

AN ENTREPRENEURIAL APPROACH

Marie A. Boyle Diane H. Morris



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An Entrepreneurial Approach

Second Edition

Marie A. Boyle
The College of Saint Elizabeth

Diane H. Morris
Mainstream Nutrition



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This book is printed on
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*To my beloved Jesse
and to all those who
surround themselves
with lives even more
temporary than their own.*

—Marie Boyle

*For my parents,
who set a good example,
and my husband,
who never once complained
about his Internet charges.*

—Diane Morris

About the Authors

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Preface

According to an article in the *New York Times Magazine* (March 1, 1998, p. 62), John Doerr, a Silicon Valley venture capitalist who helped jump start Intuit, @Home, Netscape, and Sun Microsystems, gave a presentation at the Stanford Business School in which he showed a slide that read:

OLD economy	NEW economy
a skill	lifelong learning
managers	entrepreneurs
labor vs management	teams
monopolies	competition
wages	ownership, options
hierarchical	networked
sues	invests
status quo	speed, change

Mr. Doerr was speaking of technology and the new world order wrought by the Internet when he presented this slide, but he could have been speaking about the practice of community nutrition. To succeed in community nutrition today, you must be committed to lifelong learning, because every day brings new research findings, new legislation, new ideas about health promotion, new technologies, all of which affect the ways in which community nutritionists gather information, solve problems, and reach vulnerable populations. You will likely be an entrepreneur—one who uses innovation and creativity to guide individuals and communities to proper nutrition and good health. You work in teams to lobby policy makers, gather information about your community, and design nutrition programs and services. You assess the activities of the competition—the myriad messages about foods, dietary supplements, and research findings that appear in advertising and articles about diet and health on television, radio, and the Internet, and in newspapers and magazines. You take ownership of your career and seek opportunities for growth. You network with colleagues to learn and share ideas. You invest in the future—your own and that of your profession and community.

And you accept change, the one constant in our lives today. We spoke in the first edition of a sea of change—a

shift toward globalization of the work force and communications, a shift from clinical dietetics to community-based practice. Since the first edition was published, we have experienced the growth of the Internet—a virtual *tsunami* in communications—and witnessed the collapse of health care reform, the emergence of managed care, the publication of new dietary recommendations, the drive to reform welfare, and the rise of complementary and alternative medicine. What an exciting and challenging time to be a community nutritionist!

In this, the second edition, we continue to discuss the important issues in community nutrition practice and to present the core information needed by students who are interested in solving nutritional and health problems. The book is organized into three sections. Section I shows the community nutritionist in action within the community. Chapter 1 describes the activities and responsibilities of the community nutritionist and introduces the principles of entrepreneurship and the three arenas of community nutrition practice: people, policy, and programs. Chapter 2 makes it perfectly clear that if you're a community nutritionist, you're involved in policy making. Chapter 3 discusses the shift to managed care and the challenges facing federal, state, and municipal governments in providing quality health care to all citizens. Chapter 4 focuses on the nuts and bolts of national nutrition policy, including national nutrition monitoring, nutrient intake standards, and dietary recommendations.

Section II focuses on the tools used by community nutritionists to identify nutritional and health problems in their communities and to design programs to address those problems. Chapter 5 gives a step-by-step analysis of the community needs assessment and describes the types and sources of data collected about the community. Chapter 6 outlines the questions you'll ask in obtaining information about your target population. Chapter 7 describes the program planning process, covering everything from the factors that trigger program planning to the types of evaluations undertaken to improve program design and delivery. Chapter 8 discusses the reasons why people eat what they eat, what research tells us

about how to influence behavior, and what program interventions look like. Chapter 9 addresses the heart of the program: the nutrition messages used in community interventions. Chapter 10 introduces you to the principles of marketing, an important endeavor in community nutrition practice. You are more likely to get good results if your program is marketed successfully! Chapter 11 brings the discussion around to important management issues such as how to control costs, manage people, and write grants.

Section III describes current federal and nongovernmental programs designed to meet the food and nutritional needs of vulnerable populations. Chapter 12 reviews some of the issues surrounding poverty and food insecurity in the domestic arena and considers how these contribute to nutritional risk and malnutrition. Chapter 13 focuses on programs for pregnant and lactating women and infants. Chapter 14 describes the programs for children and adolescents. Chapter 15 covers a host of programs for adults, including the elderly. Finally, Chapter 16 closes with a discussion of international issues in community nutrition.

Many of the unique features of the first edition have been retained. These aspects include:

- **Focus on Entrepreneurship.** Successful practitioners in community nutrition have a mind- and skill-set that opens them up to new ideas and ventures. They don't think, "This is how it has always been done." They think, "Let's try this. Let's do something different." We want you to begin thinking of yourself as a "social entrepreneur," as someone who is willing to take risks, try new technologies, and use fresh approaches to improving the public's nutrition and health.
- **Focus on Multiculturalism.** The growing ethnic diversity of our communities poses many challenges for community nutritionists. To increase your awareness and appreciation of cultures beyond your own, we have woven examples and illustrations of various food-related beliefs and practices from different cultures throughout the text.
- **Professional Focus.** The eleven Professional Focus features are designed to help you develop personal skills and attitudes that will boost your effectiveness and confidence in community settings. The topics range from goal setting and time management to writing, public speaking, and leadership. This feature is meant to help build your professional skills.
- **Program Spotlight.** Each chapter in Section III includes a Program Spotlight that describes one assistance program

such as the Food Stamp Program or the National School Lunch Program. The Spotlights cover such topics as the policy issues underlying the program, current legislative issues affecting the program, and the program's effectiveness in reaching the needs of its intended audience.

- **Community Learning Activity.** At the end of every chapter is a Community Learning Activity designed to get you involved in learning about your community and its health and nutritional problems. While most activities can be completed independently, some are meant to be undertaken by teams. The purpose of these activities is to give you experience in designing a program, creating marketing strategies, choosing nutrition messages, and developing goals and objectives.

We have added something new to this edition: Internet resources and activities. Every chapter contains a list of relevant Internet addresses and many chapters contain an Internet activity as part of the Community Learning Activity. You'll use this new technology to obtain data about your community and scout for ideas and educational materials. Moreover, you can link with the Internet addresses presented in this book through the publisher's Nutrition Resource Center on-line (www.wadsworth.com/nutrition). If you aren't using the Internet regularly, this is the time to begin. The Internet promises to become as indispensable to community nutrition practice as the telephone!

Finally, a word is needed about personal pronouns. On the advice of our reviewers and editors, we used gender-neutral terms whenever possible, recognizing that there are male community nutritionists and the involvement of men in community nutrition is likely to increase in the coming years. In some places, however, we used the pronouns "she" and "he" to make the text more personal and engaging and to showcase the image of community nutritionists, particularly women, as leaders, managers, and entrepreneurs. We want you, whether you are a man or woman, to think of yourself as a planner, manager, change agent, thinker, and leader—in short, a nutrition entrepreneur—who has the energy and creativity to open up new vistas for improving the public's health through good nutrition.

Marie Boyle

Diane Morris

November 1998

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Last, but not least, we owe much to our colleagues who provided articles and course outlines, their favorite Internet addresses, and expert reviews of the manuscript. Their ideas and suggestions are woven into every chapter. We appreciate their time, energy, and enthusiasm and hope they take as much pride in this book as we do. Thanks to all of you:

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Contents in Brief

Section I

Community Nutritionists in Action: Working in the Community 1

- | | |
|---|---|
| 1 Opportunities in Community Nutrition 2 | 3 The Reality of Health Care 72 |
| 2 The Art and Science of Policy Making 34 | 4 A National Nutrition Agenda for the Public's Health 108 |

Section II

Community Nutritionists in Action: Assessing and Planning 147

- | | |
|--|--|
| 5 Assessing Community Resources 148 | 9 Principles of Nutrition Education 260 |
| 6 Assessing the Target Population's Nutritional Status 180 | 10 Marketing Nutrition for Health Promotion and Disease Prevention 282 |
| 7 Program Planning for Success 214 | 11 Program Management and Grant Writing 312 |
| 8 Designing Community Nutrition Interventions 236 | |

Section III

Community Nutritionists in Action: Delivering Programs 345

- | | |
|--|--|
| 12 Domestic Hunger and the Food Assistance Programs 346 | 15 Growing Older: Nutrition Assessment, Services, and Programs 452 |
| 13 Mothers and Infants: Nutrition Assessment, Services, and Programs 384 | 16 Nurturing Global Awareness: Community Nutrition with an International Perspective 488 |
| 14 Children and Adolescents: Nutrition Services and Programs 424 | Appendixes 529 |

Contents

Preface xv

Section I

Community Nutritionists in Action: Working in the Community 1

1 Opportunities in Community Nutrition 2

Introduction 3

Opportunities in Community Nutrition 4

People 4

Policy 4

Programs 5

Public Health and Community

Interventions 5

The Concept of Health 7

Health Promotion 8

Health Objectives 10

The Concept of Community 14

Community Nutrition Practice 16

Community Versus Public Health Nutrition 17

Educational Requirements 18

Practice Settings 19

Roles and Responsibilities 20

Entrepreneurship in Community

Nutrition 23

Leading Indicators of Change 26

Watchwords for the Future 26

Community Learning Activity 27

Professional Focus: Getting Where You Want to Go 29

2 The Art and Science of Policy Making 34

Introduction 35

The Process of Policy Making 36

The People Who Make Policy 43

Legitimizing Policy 44

The Legislative and Regulatory Process 45

Laws and Regulations 45

How an Idea Becomes Law 45

The Federal Budget Process 47

The Political Process 52

Current Legislation and Emerging

Policy Issues 54

Current Legislation 55

Emerging Issues 55

The Community Nutritionist in Action 57

Make Your Opinion Known 58

Become Directly Involved 59

Join an Interest Group 60

Work to Influence the Political Process 61

Take Political Action 63

Political Realities 65

Community Learning Activity 66

Professional Focus: The Art of Negotiating 68

3 The Reality of Health Care 72

- Introduction 73
- An Overview of the Health Care Industry 74
 - Private Insurance 74
 - Group Contract Insurance 74
 - Public Insurance 75
 - The Uninsured 79
- Trends Affecting Health Care 80
 - Demographic Trends and Health Care 80
 - The Paradigm Shift from Sickness to Wellness 81
 - Complementary Nutrition and Health Therapies 82
 - Licensure of Nutrition Professionals 83
- The Need for Health Care Reform 86
 - The High Cost of Health Care 87
 - Efforts at Cost Containment 88
 - Equity and Access as Issues in Health Care 90
 - Quality and Cost-Effectiveness in Health Care 91
 - Cost-Effectiveness of Nutrition Services 92
- Health Care Reform, American Style 93
- Nutrition as a Component of Health Care Reform 97
 - The Benefits of Medical Nutrition Therapy 98
 - Medical Nutrition Therapy and Medicare Reform 99
- On the Horizon: Changes In Health Care Delivery 100
- Community Learning Activity 102
- Professional Focus: Leading for Success 104**

4 A National Nutrition Agenda for the Public's Health 108

- Introduction 109
- National Nutrition Policy 109
- National Nutrition Monitoring 112
 - Background on Nutrition Monitoring in the United States 112
 - The National Nutrition Monitoring and Related Research Program 113
 - Uses of National Nutrition Monitoring Data 125
- Nutrient Intake Standards 125
 - Recommended Dietary Allowances (RDAs) 125
 - Dietary Reference Intakes (DRIs) 127
 - Dietary Recommendations of Other Countries and Groups 128
- Nutrition Survey Results: How Well Do We Eat? 129
- Dietary Guidance Systems 131
 - Food Group Plans 132
 - Dietary Guidelines 132
- Implementing the Recommendations: From Guidelines to Groceries 135
- Policy Making in Action 136
- Policy Making Does Not Stand Still 138
- Community Learning Activity 139
- Professional Focus: Ethics and You 140**

Section II

Community Nutritionists in Action: Assessing and Planning 147

5 Assessing Community Resources 148

- Introduction 149
- Community Needs Assessment 150
- Step 1: Define the Nutritional Problem 152
- Step 2: Set the Parameters of the Assessment 155
- Step 3: Collect Data 157
 - Collect Data About the Community 158

Collect Data About Background Conditions 168

Collect Data About the Target Population 169

- Step 4: Analyze and Interpret the Data 170
- Step 5: Share the Findings of the Assessment 171
- Step 6: Set Priorities 171
- Step 7: Choose a Plan of Action 172

- Entrepreneurship in Community Needs Assessment 173
 - Community Learning Activity 174
 - Professional Focus: Teamwork Gets Results 176**
- 6 Assessing the Target Population's Nutritional Status 180**
- Introduction 181
 - A Plan for Collecting Data 181
 - Types of Data to Collect About the Target Population 182
 - Individual Lifestyle Factors 182
 - Living, Working, and Social Conditions 185
 - Case Study 1: Women and Coronary Heart Disease 186
 - Methods of Obtaining Data About the Target Population 187
 - Survey 187
 - Health Risk Appraisal 188
 - Screening 189
 - Focus Groups 192
 - Interviews with Key Informants 192
 - Direct Assessment of Nutritional Status 193
 - Issues in Data Collection 198
 - Practical Issues 198
 - Scientific Issues 198
 - Cultural Issues 202
 - Case Study 2: Nutritional Status of Independent Elderly Persons 203
 - Putting It All Together 207
 - Community Learning Activity 208
 - Professional Focus: The Well-Read Community Nutritionist 209**
- 7 Program Planning for Success 214**
- Introduction 215
 - Factors that Trigger Program Planning 216
 - Steps in Program Planning 217
 - Step 1: Review the Results of the Community Needs Assessment 217
 - Step 2: Define Program Goals and Objectives 219
 - Step 3: Develop a Program Plan 221
 - Step 4: Develop a Management System 222
 - Step 5: Identify Funding Sources 222
 - Step 6: Implement the Program 222
 - Step 7: Evaluate Program Elements and Effectiveness 224
 - Spreading the Word about the Program's Success 230
 - Entrepreneurship in Program Planning 230
 - Community Learning Activity 231
 - Professional Focus: Time Management 232**
- 8 Designing Community Nutrition Interventions 236**
- Introduction 237
 - Choose an Intervention Strategy 237
 - Study the Target Population 239
 - Draw from Current Research on Consumer Behavior 245
 - The Stages of Change Model 245
 - The Health Belief Model 247
 - The Theory of Reasoned Action 248
 - Social Cognitive Theory 249
 - The Diffusion of Innovation Model 250
 - Conduct Evaluation Research 252
 - Put it All Together: Case Study 1 252
 - Use Entrepreneurship to Steer in a New Direction 254
 - Community Learning Activity 254
 - Professional Focus: Being an Effective Speaker 256**
- 9 Principles of Nutrition Education 260**
- Introduction 261
 - Developing a Nutrition Education Plan 261
 - Nutrition Education to Reduce CHD Risk: Case Study 1 262
 - Assess the Needs of the Participants 263
 - Set Goals and Objectives 264
 - Specify the Program Format 265
 - Develop Lesson Plans 266
 - Specify the Nutrition Messages 267
 - Choose Program Identifiers 267
 - Develop a Marketing Plan 268
 - Specify Partnerships 269

- Conduct Formative Evaluation 269
- Designing Nutrition and Health Messages 270
 - General Ideas for Designing Messages 270
 - The “It’s All About You” Campaign 271
- Implementing the Program 273
 - Enhancing Program Participation 273
 - Conducting Summative Evaluation 274
- Evaluating Internet Resources 274
- Entrepreneurship in Nutrition Education 275
- Community Learning Activity 276
- Professional Focus: Being an Effective Writer 278**
- 10 Marketing Nutrition for Health Promotion and Disease Prevention 282**
 - Introduction 283
 - What is Marketing? 283
 - Develop a Marketing Plan 284
 - Conduct a Situational Analysis 286
 - Getting to Know Your Market 286
 - Market Research: Target Markets 287
 - Market Research: Market Segmentation 288
 - Analyzing the Environment 291
 - Analyzing the Competition 292
 - Develop a Marketing Strategy 292
 - Product 292
 - Place 293
 - Price 294
 - Promotion 294
 - Monitor and Evaluate 298
- Social Marketing: Community Campaigns for Change 300
- Social Marketing at the Community Level 301
- A Marketing Plan for “Heartworks for Women”: Case Study 1 302
- Entrepreneurship Leads the Way 305
- Community Learning Activity 306
- Professional Focus: Communicating Nutrition and Health Fraud 307**
- 11 Program Management and Grant Writing 312**
 - Introduction 313
 - The Four Functions of Management 313
 - Planning 313
 - Organizing 319
 - Leading 325
 - Controlling 328
 - Principles of Grant Writing 331
 - Management Issues for “Heartworks for Women”: Case Study 1 336
 - The Critical Path 337
 - The Operating Budget 338
 - Extramural Funding 339
 - The Business of Community Nutrition 339
 - Community Learning Activity 340
 - Professional Focus: Lighten Up—Be Willing to Make Mistakes and Risk Failure 341**

Section III

Community Nutritionists in Action: Delivering Programs 345

- 12 Domestic Hunger and the Food Assistance Programs 346**
 - Introduction 347
 - Who are the Hungry in the United States? 349
 - Causes of Hunger in the United States 350
 - Historical Background of Food Assistance Programs 352
 - Counting the Hungry: The Surveys 355
 - Welfare Reform 359
 - Federal Domestic Food Assistance Programs Today 359

- Food Stamp Program 364
 - Program Spotlight: The Food Stamp Program 366**
 - Food Distribution Program on Indian Reservations 368
 - Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) 368
 - WIC Farmers' Market Nutrition Program 369
 - Child Nutrition Programs 369
 - Emergency Food Assistance Program 370
 - Commodity Supplemental Food Program 371
 - Commodity Distribution to Charitable Institutions 371
 - Senior Nutrition Programs 371
 - The Rising Tide of Food Assistance Needs 372
 - Food Recovery and Gleaning Initiative 374
 - The Plight of the Homeless 374
 - Poverty Trends Among Vulnerable Groups: A Focus on Children 375
 - The Plight of the Farmers 377
 - Beyond Public Assistance: What Can Individuals Do? 378
 - Community Learning Activity 381
- 13 Mothers and Infants: Nutrition Assessment, Services, and Programs 384**
- Introduction 385
 - Trends in Maternal and Infant Health 385
 - National Goals for Maternal and Infant Health 387
 - Healthy Mothers 387
 - Nutritional Needs of Pregnant Women 388
 - Maternal Weight Gain 390
 - Practices to Avoid 391
 - Primary Nutrition-Related Problems of Pregnancy 394
 - Adolescent Pregnancy 395
 - Nutrition Assessment in Pregnancy 396
 - Healthy Babies 398
 - Nutrient Needs and Growth Status in Infancy 399
 - Anthropometric Measures in Infancy 399
 - Breastfeeding: Promotion and Recommendations 401
 - Other Infant Feeding Recommendations 406
 - Primary Nutrition-Related Problems of Infancy 407
 - Domestic Maternal and Infant Nutrition Programs 408
 - Nutrition Programs of the U.S. Department of Agriculture 408
 - Nutrition Programs of the U.S. Department of Health and Human Services 410
 - Program Spotlight: The WIC Program 412**
 - Looking Ahead: Improving the Health of Mothers and Infants 418
 - Community Learning Activity 420
- 14 Children and Adolescents: Nutrition Services and Programs 424**
- Introduction 425
 - National Nutrition Objectives 425
 - Nutrition-Related Problems of Children and Adolescents 427
 - Children 427
 - Children with Special Health Care Needs 430
 - Adolescents 432
 - Domestic Child and Adolescent Nutrition Programs 436
 - Nutrition Programs of the U.S. Department of Agriculture 437
 - Nutrition Programs of the U.S. Department of Health and Human Services 441
 - Programs for Children with Special Health Care Needs 441
 - Nutrition Education Programs 442
 - Program Spotlight: National School Lunch Program 443**
 - Keeping Children and Adolescents Healthy 448
 - Community Learning Activity 448
- 15 Growing Older: Nutrition Assessment, Services, and Programs 452**
- Introduction 453
 - Demographic Trends and Aging 453
 - Healthy Adults 455

- National Goals for Health Promotion 455
- Understanding Baby Boomers 456
- Nutrition Education Programs 459
- Health Promotion Programs 460
- Aging and Nutrition Status 461
 - Primary Nutrition-Related Problems of Aging 461
 - Nutrition Policy Recommendations for Health Promotion for Older Adults 464
- Evaluation of Nutrition Status 467
 - Nutrition Screening 467
 - Nutrition Assessment 468
- Community-Based Programs and Services 471
 - General Assistance Programs 474
 - Nutrition Programs of the U.S. Department of Agriculture 477
 - Nutrition Programs of the U.S. Department of Health and Human Services 477
 - Private Sector Nutrition Assistance Programs 477
 - Nutrition Education and Health Promotion Programs for Older Adults 478
- Program Spotlight: The Elderly Nutrition Program 480**
- Looking Ahead: And Then We Were Old 483
- Community Learning Activity 485
- 16 Nurturing Global Awareness: Community Nutrition with an International Perspective 488**
- Introduction 489
- Mapping Poverty and Undernutrition 489
- Malnutrition and Health Worldwide 491
 - Children at Risk 495
 - Women at Risk 499
- Food Insecurity in Developing Countries 500
 - The Role of Colonialism 500
 - International Trade and Debt 502
 - The Role of Multinational Corporations 503
 - The Role of Overpopulation 505
 - Distribution of Resources 505
 - Agricultural Technology 507
 - A Need for Sustainable Development 507
- People-Centered Development 508
- Nutrition and Development 510
- Agenda for Action 510
 - Focus on Children 511
 - Progress on Meeting the World Summit for Children Goals 513
 - Focus on Women 515
- Program Spotlight: The Vitamin A Field Support Project (VITAL) 518**
- International Nutrition Programs 520
- Looking Ahead: The Global Challenges 521
- Personal Action: Opportunity Knocks 523
- Community Learning Activity 525
- Appendixes 529**
- Appendix A *Healthy People 2000* Objectives in the Nutrition Priority Area 531
- Appendix B Organization of Government 533
- Appendix C Complementary and Alternative Medicine 538
- Appendix D Comparison of National Health Care Systems 540
- Appendix E Medical Nutrition Therapy Protocols 542
- Appendix F National Nutrition Monitoring and Related Research Program 547
- Appendix G Canadian Dietary Guidelines and Nutrition Recommendations from WHO 557
- Appendix H Community Nutrition Resources: Clearinghouses, Information Centers, and Data Archives 564
- Appendix I *Healthy Communities 2000: Model Standards*—Guidelines for Community Attainment of the Year 2000 National Health Objectives 566
- Appendix J Tips for Designing a Web Site 571
- Appendix K The SMOG Readability Formula 573
- Appendix L Nutrition Assessment and Screening 576
- Appendix M Acronyms 589
- Appendix N Directory of Internet Addresses 592
- Index 599**

Community Nutritionists in Action: Working in the Community

On Saturday morning, Irene H. opens her kitchen cabinet and takes down six small bottles. She lines them up on the countertop and works their caps off. The process takes a few minutes because her fingers are stiff from arthritis. Let's see, there's cod liver oil, chondroitin sulfate, and glucosamine for arthritis; ginkgo biloba and St. John's wort to relieve anxiety and depression; and DHEA to restore youthful vigor. Irene knows her doctor would be surprised—maybe shocked—to learn that she takes these supplements regularly. She knows, too, that her doctor would not approve of her consultations with a naturopath whose office is just a couple of miles from her home.

At 48, Irene figures she is doing all she can to manage the pain from arthritis and depression after her divorce. The supplements and naturopathic counseling are expensive, but she stretches the income from her job as a checkout clerk at a paint supply store to allow for them. After washing down the pills with orange juice, she pops two frozen waffles in the toaster and pours another cup of coffee. She figures she shouldn't eat the waffles—she was diagnosed with type 2 diabetes just three months ago—but she wants them. After breakfast, she'll enjoy a cigarette with her coffee and then call her oldest daughter. Maybe they can drive out to the mall.

Irene is a typical consumer in many respects. She has chronic health problems for which she has sought traditional medical advice and treatment. Like one in three U.S. adults, she has also sought help from an alternative practitioner. She smokes cigarettes, is overweight, and about the only exercise she gets is browsing the sale stalls out at the mall. She could do more to improve her health, but she isn't motivated to change her diet or quit smoking. She's looking for the quick fix.

Section

I

Irene and the thousands of other consumers like her are a challenge for the community nutritionist. To help Irene make changes in her lifestyle—changes that will reduce her demands on the health care system and improve her physical well-being—the community nutritionist must be familiar with a broad spectrum of clinical and epidemiologic research, understand the health care system, and draw on the principles of public health and health promotion. The community nutritionist must know where Irene and people like her live and work, what they eat, and what their attitudes and values are. The community nutritionist must know about the community itself and how it delivers health services to people like Irene. And the community nutritionist must know how to influence policy makers. Perhaps now is the time to call for tighter regulation of dietary supplements and greater government support for health promotion and disease prevention programs.

This section describes the work that community nutritionists do in their communities. It outlines the principles of public health, health promotion, and policy making and reviews the current health care environment. It focuses on entrepreneurship—the discipline founded on creativity and innovation—and how its principles can be used to reach Irene and other people in the community with health and nutritional problems. The material in this section sets the stage for all that follows. It lays the groundwork for understanding what community nutritionists do: they focus on people, policies, and programs.

Opportunities in Community Nutrition

Outline

Introduction

Opportunities in Community Nutrition

People
Policy
Programs

Public Health and Community Interventions

The Concept of Health
Health Promotion
Health Objectives
The Concept of Community

Community Nutrition Practice

Community Versus Public Health
Nutrition

Educational Requirements
Practice Settings
Roles and Responsibilities

Entrepreneurship in Community Nutrition

Leading Indicators of Change

Watchwords for the Future

Community Learning Activity

Professional Focus: Getting Where You Want to Go

Learning Objectives

After you have read and studied this chapter, you will be able to:

- Describe the three arenas of community nutrition practice.
- Describe how community nutrition practice fits into the larger realm of public health.
- Describe the three types of prevention efforts and the three levels of intervention.
- List three major health objectives for the nation and explain why each is important.
- Outline the educational requirements, practice settings, and roles and responsibilities of community nutritionists.
- Explain why entrepreneurship is important to the practice of community nutrition.