

MAY 2015

Nutrition & Foodservice **Edge**[®]

IDEAS AND RESOURCES FOR PROFESSIONALS

Controlling Food Cost



Freezing & Thawing

Critical Steps in Your HACCP Plan

Providing Quality Care

Through Innovation

Sustainability

What it Means and Why it Matters

ANFP Annual Conference & Expo Preview

ANFP ACE & Annual Conference & Expo
ORLANDO, FL | 2015

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EDITOR'S NOTEBOOK

Nutrition and foodservice professionals are continually being challenged to do more with less. In most facilities, budgets are being trimmed, while expectations increase. Clients are looking for more variety and better ingredients, while administration is requiring difficult cost-cutting measures.

Our cover story provides CDMs with strategies for controlling food costs. Greg Gorgone, CDM, CFPP, FMP outlines several steps—from menu planning to pricing—that can trim expenses to positively impact your bottom line. If you could use some help, turn to page 22 and roll up your sleeves. See how you can shave costs without adversely impacting meal quality.

Even though resources may be tight, customers are looking for that “wow” factor in your food service. Thomas Thaman, CDM, CFPP, who is an ANFP Innovation Award winner, shares what Eskenazi Health in Indianapolis has done to excite patients and visitors alike. From a rooftop Sky Farm which provides produce, to sit-down and take-out restaurant options, this facility works overtime to ensure that patient and customer foodservice needs are met in unique and cutting-edge ways. See page 28 for inspiration.

The word “sustainability” evokes a variety of images. Fresh, local sourcing is one component, but there’s much more to this subject. In our page 32 feature, “Sustainability: What it Means and Why it Matters,” author Gregory Winters, MPH, CDM, CFPP discusses this hot-button issue.

It’s almost summer, and that means ANFP’s Annual Conference & Expo is right around the corner. Look for conference highlights in our center spread. ACE is a fun way to learn about the foodservice topics important to you while connecting with colleagues and vendors. And it’s a great way to earn 20 CE hours. Register today!

Diane Everett, Editor  deverett@ANFPonline.org

ALSO
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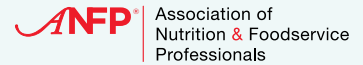
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Whole Grains May Benefit Your Heart and Lengthen Your Life

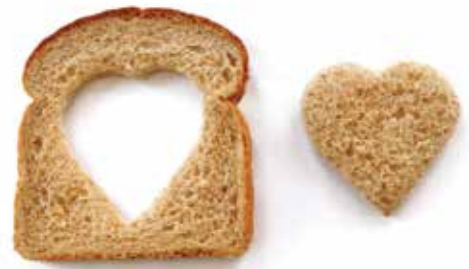
FOODS MADE FROM whole grains—the hard, dry seeds of plants—have been a nutritional staple for thousands of years. They provide a wealth of heart-healthy nutrients, including fiber, vitamins, minerals, good fats, enzymes, antioxidants, and phytonutrients, according to the April 2015 *Harvard Heart Letter*.

Eating whole grains instead of highly processed grains has a wide range of health benefits, such as lowering blood pressure, blood sugar, and blood cholesterol, and reducing chronic inflammation.

In two long-running studies, Dr. Frank Hu, professor of nutrition at the Harvard T.H. Chan School of Public Health and colleagues found that people who ate about two-and-a-half servings of whole

grains a day were about 5 percent less likely to die of any cause than those who ate smaller amounts. (In this study, one serving of whole grains was one ounce, or 28 grams.) For each additional daily serving, people were about 9 percent less likely to die of heart disease. The researchers also found that replacing refined grains and red meats in your daily diet with an equal amount of whole grains can potentially lengthen life by 8 to 20 percent.

The typical American diet is loaded with highly refined grains that have been stripped of many of their nutrients and milled into a fine-textured carbohydrate. These low-quality carbs—which include white rice, white bread, pastries, and other products made from white flour—



are easier to cook and store than whole grains. But they lack the nutritional clout of their whole-grain cousins, even when they have been fortified with added vitamins and minerals.

Refined grains also lack dietary fiber, the part of plant foods that the body cannot digest. As fiber moves through the digestive system, it absorbs water and helps the body eliminate food waste more quickly. Fiber helps lower blood pressure, cholesterol, and blood sugar. It's also filling, which helps people eat less and perhaps lose weight, which also carries cardiovascular benefits. **E**

For more information, visit www.health.harvard.edu/heart

Continued on page 4

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DFW AIRPORT OFFERS NUTRITIOUS DINING OPTIONS AND HEALTHY-LIVING AMENITIES

TRAVELERS PASSING through Dallas/Fort Worth (DFW) International Airport can live “Healthy & Happy” in 2015 by taking advantage of more nutritious culinary options and healthy living amenities than ever before. The Airport’s “Healthy + Happy” campaign supports customers who strive to maintain a healthy lifestyle, even while traveling.

“The inability to eat healthy and maintain one’s normal wellness routine ranks among the highest stresses that airport travelers face,” said Ken Buchanan, executive vice president of revenue management at DFW Airport. “Our ‘Healthy + Happy’ health and wellness campaign allows DFW customers unique and easily accessible options to unwind, relax, alleviate stress, and maintain a healthy lifestyle.”

As part of the campaign, every one of DFW’s more than 150 restaurants offers at least one low-calorie, low-fat, low-sodium, cholesterol-free, plant-based, or high-in-fiber entrée or menu item. Examples include:

- **Cereality**—Steel-cut oatmeal bowls with fresh fruit
- **Ling & Louie’s**—Buddha’s Feast with wok’d asparagus, green beans, mushrooms, and red onions with a hint of Thai basil
- **Grand Met**—Garden pasta with market greens, roasted butternut squash, mushrooms, and chili flakes

- **Urban Taco**—Roasted corn and lime taco with poblano peppers, onions, cilantro, and black beans
- **Dunkin’ Donuts**—Egg white and reduced-fat cheese on a wheat English muffin
- **East Side Mario’s**—Mariboli veggie wrap

DFW has implemented dozens of amenities that promote health and wellness and improve the travel experience. Examples include a yoga studio, four inter-faith chapels, and the one-mile LiveWell Walking Path. **E**

For more information, visit www.DFWAirport.com/HealthyOptions.com

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Ron Duprat

by *Laura Vasilion*

A HUMBLE
BEGINNING
LEADS TO
COMPETITION
ON TOP CHEF



Chef Ron Duprat

Chef Ron Duprat grew up in Mare Rouge, Haiti, watching in delightful anticipation as his grandmother cooked. Years later, he arrived in the United States and began working as a dishwasher. In time, he worked his way up and fulfilled his dream to be a chef, dedicating his life to making beautiful dishes inspired by his Caribbean culture.

A top competitor on Bravo television's *Top Chef*, Duprat dazzled judges with his exotic flavors, a blending of his rich Haitian heritage and French-Asian influences. Since his days on *Top Chef*, Duprat has traveled the world, sharing his culinary prowess in cooking demonstrations. He has also worked as a celebrity chef at numerous restaurants, resorts, and companies. Currently, he works as a consultant for the international food company Rastelli Direct, and as a consulting executive chef at the Sugar Bay Resort and Spa in St. Thomas in the U.S. Virgin Islands.

In this column we profile leaders and luminaries in the culinary and foodservice industry. We hope their insights, experiences, and stories of perseverance will help inspire you to achieve your career goals.

Continued on page 6

Educated at the College Aime Cesaire, La Varenne Ecole de Cuisine, and the Culinary Institute of America, Chef Ron has used his cooking skills to also become actively involved in fighting childhood obesity. He is affiliated with First Lady Michelle Obama's 'Let's Move' campaign, No Hungry Kids, the Black Culinarian Alliance, the College of Culinary Arts in Miami, Chef's Table, and Basil Magazine's Chef Council. Duprat has also prepared amazing meals for President and First Lady Obama, Jay Z and Beyonce, Usher, and other celebrities.

A Black Elk Ambassador at Black Elk Wine, Duprat was named a "Culinary Ambassador" by Former Secretary of State Hillary Rodham Clinton. Recently, The Huffington Post named him one of the "10 Black Chefs That Are Changing the Food World as We Know It," and the Washington Post company's TheRoot.com included him in a list of "How 12 Black Chefs Cooked Their Way to the Top of the World" along with Marcus Samuelsson, G. Garvin, B. Smith, and Tre Wilcox.

Q Describe the ethnic influences from your youth that made their way into your cooking.

Some of the ethnic influences are the spices, the marinated foods, and the methods of cooking.

Cooking with my grandmother has been my greatest influence. The lessons I learned from her are invaluable, including the intensity at which we work, the strict standards, and the understanding of a sense of urgency in all aspects of the operation. Everything from the ingredients to cleanliness to a philosophical approach to food as the essence of life.

Q When did you first know you wanted to cook for a living?

There wasn't one moment. But the moment I realized I really wanted to embrace this as a profession was in July 1992. That is when I met some of the best chefs on this planet, like Randall H. Cox and Adam Savage. Their point of view was different: there was not a physical connection to cooking, there was an emotional connection

to cooking. Up to that point, being a black chef in the restaurant industry was really a physical activity. Not that it isn't today, but it used to be more about that. It was about competition, either competing with your fellow cooks or competing with the order.

After meeting these other chefs I really broadened my point of view. I realized that making people happy is really what it's all about.

Q If you could prepare a meal of your choice for anyone, living or dead, who would that be and what would you cook?

There are so many: Michel Guérard, Guy Savoy, Rougui Dia, Pierre Hermé, Hélène Darroze, Anne-Sophie Pic, Paul Bocuse, Alain Passard, Raymond Blanc, Jean-Christophe Novelli, Joël Robuchon, Pierre Gagnaire, Lucien Voltaire (Tatane), Jefferson Evans, and Leah Chase.

Be patient—take time to learn your skills. Be prepared and ready to learn to take advantage of tomorrow's opportunities. Be persistent. Don't let anyone tell you that you can't do something. Be plugged in to local, national, and global conversations.

I would prepare Mediterranean red mullet terrine with spicy mayonnaise, red pepper, and garlic. Then, monkfish fillet with pureed potato mousseline, cooked with hazelnut oil, St. George's mushrooms, and young amaranth leaves. Maybe next a thick veal 'pave' seasoned with radishes, white asparagus, roasted artichokes, and sage. For dessert, I would serve chocolate soufflé made with rum Barbancourt and vanilla ice cream.

Q If you were unable to cook for a living, what other profession would you have pursued?

The acting industry.

Q What impact did your experience on Top Chef have on you?

Top Chef was an experience of a lifetime. Since then, I have grown a bit as a chef. Now I am developing my new Vegetables restaurant concept into other concepts around the country. I am opening up a restaurant in New York City in 2016. Most of my fans and clientele are in New York so we are working very hard to execute a major plan. I am looking forward to training a new staff and building something from the ground up. Something that I am very much responsible for.

Q What is one of the most important life lessons you have learned from being a chef?

If you can't stand the heat, get out of the kitchen.

Q What advice would you give to someone wanting to follow in your footsteps?

Be patient—take time to learn your skills. Be prepared and ready to learn to take advantage of tomorrow's opportunity. Be persistent. Don't let anyone tell you that you can't do something. Be plugged in to local, national, and global conversations.

Q What is always in your fridge?

Milk, unsalted butter, passion fruit juice, Prestige beer, fresh vegetables, leftover Haitian foods.

Q What is never in your fridge?
Oil. **E**

Laura Vasilion is a freelance writer with 25 years of experience writing for various publications including Newsweek and Reader's Digest. In her Chicago Tribune ChicagoNow blog, she interviews one person from each country in the world about their life. Visit www.chicagonow.com/talking-world/

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Freeze and Thaw What Are the Rules?

by *Melissa Vaccaro, MS, CHO*

I recall growing up and watching my mother, who was a busy working mom, pull out a package of frozen chicken from the freezer and place it in a container on the counter before she left for work. She would remind my sister and me to start cooking dinner when we got home from high school. When we got home, we'd unwrap the chicken, season it, stick it in a pan, and put it in the oven to bake. Dinner would be ready when mom and dad got home. Looking back at that now, I say thank goodness *Salmonella* is killed by cooking. I am sure there were one

or two times when we made ourselves sick, but we never blamed that chicken that sat on the counter all day thawing.

Most people don't think about thawing as a dangerous food preparation step. The food is still cold, frozen, so what could go wrong? Thawing is, however, a critical point in food preparation when dealing with time and temperature controlled for safety (TCS) foods. If done wrong, you could get sick. TCS foods should never be



KNOWING THE
RULES OF
FREEZING AND
THAWING IS
CRITICAL

thawed on the counter or in hot water. They must not be left at room temperature more than two hours. Even though the center of the food may still be frozen, as food thaws on the counter or under hot water, the outer layer could be in the danger zone (41°F - 135°F). In the danger zone, bacteria will rapidly grow.

You can't really discuss thawing of foods until you discuss freezing of foods. Freezing is the process in which the temperature of a food is reduced below its freezing point (which varies by food item), and the majority of the water

inside the food undergoes a change in state to form ice crystals. Freezing preserves food for extended periods because it prevents the growth of microorganisms that cause both food spoilage and foodborne illness. It is one of the safest means of preserving foods. Food stored constantly at frozen temperatures is safe and can be kept for a long period of time. Food will not "go bad" if it is maintained frozen. As time goes by food may degrade due to moisture loss (freezer burn). Only quality can continue to deteriorate, but there is no safety issue while in the freezer. It may not look or taste so good, and texture might be off a bit, but it would not make you sick if you thaw and cook it correctly. Food does not become unsafe the longer it sits in the freezer.

Although freezing prevents microbial growth in foods, it will not destroy all microorganisms. Most bacteria present before freezing will be there after thawing. As soon as any part of food begins to thaw, bacteria start to multiply. The number of these bacteria will not reach dangerous levels within short periods of time if the food has been safely thawed, transported, and stored. On the other hand, improper thawing provides an opportunity for bacteria that may have been present before freezing to multiply to harmful numbers.

Can TCS foods be refrozen if they were not cooked? This is always a confusing issue. Yes, food can be frozen, thawed, and re-frozen...but (there is always a 'but')... it had to have been thawed properly. If you begin to thaw chicken in the refrigerator and decide you are not going to use it, you can put it back in the freezer again. The more this happens, quality will continue to deteriorate due to moisture loss, but the food would still be safe. Most experts do not recommend this for other thawing methods, only thawing in the refrigerator.

Do not pack your freezer with a lot of unfrozen food at one time. This will slow the freezing process. Foods that are frozen fast will have the best quality when thawed. Foods frozen quickly will form small ice crystals. These small ice crystals will produce less cell rupture in the food while freezing versus slow freezing that produces large ice crystals and significant cell rupture during freezing. Once thawed, the food will be less watery or soggy and be of better quality if faster freezing occurred.

Continued on page 10

Following are several rules and tips to keep food safe at various points of freezing and thawing.

THE FACILITY

- The design and layout of the food facility should be in compliance with the licensing requirements and conditions mandated by the regulatory agency.
- All frozen and refrigerated spaces should be fitted with equipment for the accurate monitoring of storage temperature.
- Food facilities should develop and implement a program for cleaning and pest control.

PURCHASING AND RECEIVING

- Food should only be obtained from reputable and approved sources.
- Records showing the dates, quantities, and suppliers of foods should be maintained and held in a manner that permit ready reference.
- Foods received at a 41°F premise should be inspected before acceptance.
- Personnel responsible for inspection should as far as practically possible:
 - > Verify that there are no signs or indications of contamination or damage to the raw food;
 - > Verify that foods have arrived at proper temperature and are free from observable evidence of temperature abuse; and
 - > Move acceptable items quickly into storage.

STORAGE

- Frozen foods should be stored frozen. The ambient temperatures of the freezer that will allow foods to remain in a frozen state is somewhat dependent on the type of food being frozen. Some foods may hard freeze at 10°F, whereas others may need to be at -10°F to remain hard frozen. Zero degrees Fahrenheit is a good gauge to go by, and adjust your units as necessary.
- The FDA Model Retail Food Code now allows for frozen, commercially processed and packaged raw animal food to be stored or displayed with or above frozen, commercially processed and packaged ready-to-eat foods.

SAFE THAWING METHODS

There are four safe and approved ways to thaw:

1. In the refrigerator
2. Under cold water
3. Direct to any cooking equipment, without pre-thawing
4. In the microwave, followed by cooking

All thawing foods should be monitored using a calibrated thermometer throughout the thawing process.



Thawing in the refrigerator is by far the best and safest way to thaw foods. This method, however, requires you to plan ahead. It may take 24 hours to thaw a food item that weighs 5 pounds. When thawing in the refrigerator, keep in mind that some locations within the unit may be cooler than others. Additionally, foods will take longer to thaw in a 35°F cooler versus a 41°F cooler. As long as the food is in ambient air of 41°F or cooler, your food will thaw safely.

- Refrigerator thawing allows for good air circulation and easy handling.
- Thawing procedures should be well planned to minimize the time thawed food is in the temperature danger zone (i.e. between 41°F and 135°F) and to prevent cross-contamination.
- Raw animal foods should be kept away from other foods in a refrigerator or placed on the bottom shelf of the fridge to prevent cross contamination during the thaw.
- Thawing food should be placed in clean and covered containers to prevent dripping and spilling onto other food contact surfaces.

- The cooler should be fitted with equipment for the accurate monitoring of thawing temperature.
- Thawed food should not be allowed to stand at room temperature other than for the short period of time necessary for preparation.

Thawing using cold water is another safe option. This method is faster, but requires more monitoring.

- The cool water should be 70°F or below.
- The food should be completely submerged under running water. Water should be of sufficient velocity to agitate and float off loose particles into overflow.
- Thawed portions should not rise above 41°F.
- This method should take four hours or less, including thawing, preparation, cooking, or cooling cumulatively.

Thawing as part of the cooking process is another allowable option. This would include the use of any cooking units, including a microwave. Food can be taken right from the freezer and placed into a cooking unit. Keep in mind, cooking time will take longer if you are starting with a frozen product, so plan ahead and always verify you have reached a final cook temperature.

- Final internal cook temperature of the food, taken in the thickest part of the food, should meet the safe cooking temperatures as required.

Thawing using a microwave is the final allowable method of thawing food.

- If using a microwave to thaw, food should be immediately placed in cooking equipment to begin the cooking process. There should be no interruption in the process.
- It is recommended that foods thawed in the microwave be cooked before re-freezing.



Microwave thawing is the final allowable method to thaw food. Food should immediately be cooked after microwave thawing.

If you are thawing reduced oxygen packaged (vacuum packaged) fish that bears a label to 'keep frozen until time of use,' it should be removed from its packaging prior to thawing under refrigeration or prior to (or immediately upon completion of) the thawing process using running water thawing methods.

There are times when you think you have seen it all, but people come up with very interesting ways to thaw foods. Never thaw foods in a garage, basement, car, dishwasher, plastic garbage bag, outdoors, or on the porch. These methods can leave your foods unsafe to eat. Thawing takes planning ahead. If you are not the type that likes to think ahead, then be sure to use the approved rapid thawing methods.

TRANSPORTATION OF FROZEN FOODS

- At all stages of distribution, frozen foods should be transported as quickly as possible and maintained at frozen temperatures. Transportation of frozen food should not allow foods to thaw.
- Frozen food should always be transported carefully to avoid contamination. Care should be taken to ensure cross-contamination cannot occur.
- Vehicles should be soundly constructed, well maintained, and kept clean. They should be designed in such a way as to ensure that the temperature remains constant.


TRAINING

- All staff involved in handling frozen/thawed food at any stage in the thawing, packaging, transporting, and displaying process should be instructed and trained in issues relating to their work activities.

CDMs and their team should use safe thawing and freezing methods to protect their clients from foodborne illness. **E**



Melissa Vaccaro, MS, CHO is a Food Program Specialist for the PA Department of Agriculture and an Executive Board Member for the Central Atlantic States Association of Food and Drug Officials (CASA). She is co-author of the SURE™ Complete HACCP Food Safety Series.

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Review Questions

FOOD PROTECTION CONNECTION

Reading *Freeze and Thaw: What Are the Rules?* and successfully completing these questions online has been approved for 1 hour of sanitation CE for CDM, CFPPs. CE credit is available ONLINE ONLY. To earn 1 San CE hour, purchase the online CE quiz in the ANFP Marketplace. Visit www.ANFPonline.org/market, select “**Publication**,” then select “**CE article**” at left, then search the title “*Freeze and Thaw: What Are the Rules?*” and purchase the article.



- The safest way to thaw frozen foods is:
 - In a cold garage
 - In the refrigerator
 - In a bucket of ice water
- Thawing foods in the microwave is acceptable if the foods will be immediately:
 - Cooked
 - Re-frozen
 - Placed back in the refrigerator for future use
- TCS foods thawed under running water must be:
 - Submerged and 41°F or below
 - Floating and 70°F or below
 - Submerged and 70°F or below
- Foods can also be thawed as part of the _____ process.
 - Freezing
 - Cooking
 - Preparation
- Freezing foods does not kill the _____ in the food.
 - Microorganisms
 - Cell structure
 - Flavor
- When thawing food:
 - You can just leave it alone and come back later to thawed food
 - You must always use the refrigerator
 - You should monitor the temperature of the food with a thermometer
- Foods kept in the freezer for long periods will:
 - Not be safe to eat, throw them out
 - Will be safe to eat, quality only will suffer
 - Will change color, throw them out

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Foodborne Pathogens



The Centers for Disease Control and Prevention (CDC) estimates that 1 in 6 Americans—approximately 48 million people—get sick each year from consuming contaminated foods or beverages. Of that group, an estimated 128,000 are hospitalized and approximately 3,000 people die—often from complications of foodborne illness. This online course is designed to bring you up to date on the pathogens that are most often responsible for foodborne illness and those that present the most risk to the clients you serve.

Food Safety for Local Food Sourcing



More and more foodservice establishments are changing their food purchasing practices to include products sourced locally. This online course will help you define what “local” means, and what food products are typically sourced locally. In addition, you will learn how “buying local” affects your food safety practices, what is allowed by regulatory agencies if you want to buy local foods for your clientele, and what precautions are needed to keep the food you serve safe.

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Why Food Will Continue to Get Safer

The days of widespread foodborne illness outbreaks may be waning as researchers find faster, more precise ways to detect and prevent food contamination, reports the latest interview series from FutureFood 2050.

FROM E. COLI TO SALMONELLA, the headline-grabbing pathogens that can contaminate our food supply are meeting their match, thanks to an array of technology advancements that will impact both food producers and consumers, say food safety research and policy leaders.

The World Health Organization (WHO) plans to release its long-awaited research on the global burden of foodborne diseases in 2015, but ongoing data from the U.S. Centers for Disease Control and Prevention (CDC) already paint a stark picture: One out of every six people in the United States suffers from a foodborne illness every year, and within that group 128,000 people are hospitalized, and 3,000 die. Reducing those numbers is the goal of an army of food safety researchers and thought leaders investigating everything from DNA “fingerprinting” techniques to packaging indicators that tell consumers whether the product inside is safe to consume, according to the latest series of interviews from the Institute of Food Technologists (IFT) FutureFood 2050 publishing initiative. FutureFood 2050 explores how increasingly sophisticated science and technology will help feed the world’s projected 9 billion-plus people in 2050.

“Regulatory agencies and food companies have much better resolution and ability today to track specific strains of organisms than they did a decade ago,” says Robert Brackett, director of the Illinois Institute of Technology’s Institute for Food Safety and Health. “Whole-genome sequencing [for example] is helping regulatory agencies identify discrete problems much more precisely. Beyond simply showing that there’s salmonella in a food sample, we can show that it came from a certain factory in a specific place,” he adds.

Food safety experts on the front lines talked to FutureFood 2050 in April 2015 about the most promising weapons in the fight to make our food supply safer, including:

- Robert Brackett: Director of the Illinois Institute of Technology’s Institute for Food Safety and Health, who predicts that new gene-based tools will help pinpoint foodborne illness outbreaks in record time
- Will Daniels: Fresh produce safety expert who says a variety of technology advancements are cleaning up contamination risks from farm to table
- Chris Elliott: UK food fraud researcher who’s waging a war against criminal threats to the global food supply
- Liu Xiumei: Pioneering food safety expert in China, who sees pollution issues as the country’s biggest challenge in improving food safety
- William Marler: Veteran food safety attorney who believes consolidating regulatory agencies is essential for better oversight
- Steve Taylor: Biochemist who co-founded the Food Allergy Research and Resource Program to support cutting-edge research on food allergies

FutureFood 2050 is a multi-year program highlighting the people and stories leading the efforts in finding solutions to a healthier, safer, and better nourished planet. Through 2015, the program will release 75 interviews with the world’s most impactful leaders in food and science. The interviews with food safety leaders are the 12th installment of FutureFood’s interview series, following sustainability, women in food science, food waste, food security and nutrition in Africa, aquaculture, futurists on food, innovative agriculture Parts 1 and 2, kitchens of the future, obesity, and alternative proteins.

Early next year, FutureFood 2050 will also debut a documentary film exploring how the science of food will contribute solutions to feeding the world. **E**

For more information, visit www.FutureFood2050.com



Lessons in Tribal Leadership

by Michael Scott, MPA

2012 was a rather tough year for me. I endured a full on, face-plant-in-the-mud divorce which left me nearly homeless. But there is a silver lining here, for amid this turmoil came a book from a friend that provided me with a greater understanding of myself as well as the dynamics of others: *Tribal Leadership: Leveraging Natural Groups to Build a Thriving Organization*, by Dave Logan, John King and Hallee Fischer-Wright. The book's impact on my thinking: Priceless!

TRIBAL CULTURES AND LEADERSHIP

Human nature suggests that people are naturally inclined to form tribes. And it's these very collectives that are the building blocks for leaders to develop, become great, and leave a lasting legacy. Savvy leaders surrender themselves to the tribe in a quest to transcend what they could become individually. They assemble great tribes and foster a tribal culture that exudes greatness. In fact, people clamor to work with leaders that encourage this type of environ-



TEACHINGS
FROM THE
BOOK, *TRIBAL
LEADERSHIP*,
MAY HELP TO
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WORK TEAM

ment, often with a willingness to make personal sacrifices to be part of such a positive cause.

TRIBAL EVOLUTION

Akin to Elizabeth Kubler-Ross's treatise on death and dying, this book on tribal leadership offers a series of evolutionary stages—in this case focused on the dynamics of tribal thinking. Personally, I found it to be a healing elixir for the painful transition I was experiencing. It offered a

contextual look at my interactions with others on a daily basis. The theme that kept resonating with me reflected an often-heard phrase that my mother used during my formative years:

“Birds of a feather flock together.”

Here, I was reminded of the importance of carefully examining who's a part of my “tribe”—whether it be friends, colleagues, or even mates, for one's success in life is largely predicated on who we regularly associate with. The same holds true for you as a leader within your organization, because employees that are considered “bad apples” can quickly spoil the rest of the bunch.

In the remainder of this article I'll offer a few leadership insights that I derived from the five stages of employee tribal development outlined in the book. I'll weave in a few of my own stories from the HR world to give you a practical understanding of how this may apply to your foodservice leadership efforts.

THE STAGES

Stage 1: Life Sucks



The predominant characteristic defining this workplace culture is unfairness. Here, team members feel a sense of hostility associated with being collectively trapped in a cycle of endless despair. Often this is associated with factors they deem out of their control—such as management edicts, low pay and benefits, and dissatisfaction with the overall working conditions and environment.

Continued on page 16

Back in 2009, I consulted for a healthcare nonprofit that reflected this very milieu. Whenever you walked into one of their facilities you immediately felt enveloped by a dark cloud of angst and despair. In an attempt to respond to their perceived lack of control, staff acted out in myriad unhealthy ways through theft, negativity, and absenteeism. The weight of this cloud created a nearly impossible set of circumstances for the newly-installed leadership in forging a more purposeful vision and direction for the organization. To this day, this nonprofit stumbles along on life support, struggling to reclaim the identity that once allowed it high repute in the community it serves.

Stage 2: My Life Sucks



This stage represents a more individualized version of stage 1. Staff members display apathy, victimhood, and antagonistic tendencies towards one another. There is no urgency or self accountability in terms of the work duties at hand. Individual employees feel shackled to their work and personal circumstances. The mantra here is “do the minimum to get by, stay disconnected and disengaged, and display little passion or initiative because no amount of effort will change my personal circumstances.”

In your leadership efforts over the years, my guess is you have encountered an employee or two who displayed one or more of these characteristics. I experienced this first-hand working with a publishing company where two key employees each felt slighted and unacknowledged by the organization. They also were embroiled in constant squabbles, undoubtedly due to the internal junk that each harbored individually. Despite constant clashes, they somehow found common ground and friendship through their respective experiences of victimization.

A key point to keep in mind at this juncture is that a team must evolve to the next two stages before you, as a leader, can create any meaningful traction.

Stage 3: I’m Great and You’re Not



This stage symbolized the dominant culture in 49 percent of the workplaces that the authors studied. The theme here could be best characterized as “winning at all costs.” As a foodservice leader you may have encountered key staff who display a lone warrior mindset of “I’m better than everyone else.” These are your complainers; they have been continually disappointed by what they see as a lack of ambition, skills, and smarts on the part of their other team members.

An example of this tribal stage was the NBA basketball’s Chicago Bulls in the mid eighties when Phil Jackson took the helm as head coach. He had a rising star by the name of Michael Jordan who, while leading the league in scoring at an average of 37 points per game, took it upon himself to carry the whole load. His rationale at the time was that his teammates of lesser abilities wouldn’t know what to do with the ball if he shared it with them. Bulls’ opponents recognizing this would allow Michael to score points at will knowing that he would eventually burn himself out and run out of gas. His coach, Phil Jackson, in assessing the counterproductive nature of Michael’s philosophy, encouraged the superstar to share the ball liberally in what became known as the “triangle offense.” The result of this was several world championships and a historic dynasty for this Bulls team.

As a foodservice leader building a team, your focus should be directed towards building an air-tight esprit de corps among your troops where each person has each other's back.

Stage 4: We're Great



Sorry for all of the sports analogies, but here is one that I think is instructive relative to this fourth stage. I happen to be a proud graduate of The Ohio State University and our team won the national championship in football this past season. Led by coach Urban Meyer, the Buckeyes overcame major odds to pull off a series of upsets in dominant fashion. This success can largely be attributed to the team's "one for all, all for one, us against the world" mentality. Despite being underdogs, they displayed a confidence and collective pride on the field—tied to a shared mission and set of values on their quest to the championship. And all with a third-string quarterback at the helm.

As a foodservice leader building a team, your focus should be directed towards building an air-tight esprit de corps among your troops where each person has each other's back. This occurs through the cultivation of a mission, set of values and vision that everyone can buy into. For it's when everyone is on the same piece of sheet music that the productive potential of your foodservice team can be realized.

Stage 5: Life is Great



This fifth and final stage, life is great, is in many ways the culmination of the previous four. Here the stage is set for pursuing historic precedence, a legacy where the tribal culture is recognized as first-class. The predominant theme for this reflects a noble cause, lack of fear, rhythm, and flow. Few teams make it to this point, with Apple—under the leadership of Steve Jobs—being one of this stage's most notable examples.

FINAL OBSERVATIONS

Can you see how these stages might apply to your team? As in my case, maybe they are in some way aligned to your life journey on a personal level. In the end, keep in mind that tribal thinking exacts a major influence in terms of the success or failure of your foodservice operations. The good news is that you, as a leader, are pivotal to the eventual outcome and long-term sustainable success ensuing from your efforts. **E**



Michael Scott, MPA is a Denver-based organizational development strategist with extensive experience in the healthcare field. He has a long history as a speaker and writer for ANFP.

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Reference: Tribal Leadership: Leveraging Natural Groups to Build a Thriving Organization, by Dave Logan, John King, and Hallee Fischer-Wright



Review Questions

LEADERSHIP CONNECTION

Reading *Lessons in Tribal Leadership* and successfully completing these questions online has been approved for 1 hour of CE for CDM, CFPPs. CE credit is available ONLINE ONLY. To earn 1 CE hour, purchase the online CE quiz in the ANFP Marketplace. Visit www.ANFPonline.org/market, select “Publication,” then select “CE article” at left, then search the title “*Lessons in Tribal Leadership*” and purchase the article.



- As a leader, tribal culture within your foodservice operation underscores the importance of:
 - Surrendering yourself to the tribal dynamics inherent in each of the stages
 - Fostering a workplace environment through the culture that exudes greatness
 - Both A and B
- A key element of tribal leadership entails:
 - Carefully assessing who is a part of your team
 - Keeping a tight rein of how team values are being executed
 - None of the above
- One of the primary root causes of a Stage 1 mindset is:
 - A lack of attention to operational detail
 - Team members feeling collectively trapped in an endless cycle of despair due to a lack of control over their work environment
 - Over-attention to operational detail
- The predominant theme of Stage 4 tribal thinking is:
 - My life sucks
 - We're great
 - Life sucks
- Which of the following characterizes employee sentiments in a Stage 1 workplace culture:
 - Unfairness
 - A sense of hostility associated with being collectively trapped in a cycle of endless despair
 - Both A and B
- In order to create team-building momentum, a leader must move a team:
 - Beyond Stages 1 and 2
 - Beyond just Stage 1
 - None of the above is applicable
- Historic legacy consistent with following a noble cause is characteristic of which of the following stages:
 - Stage 4
 - Stage 3
 - Stage 5

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8

STEPS TO

Controlling Food Cost

by Greg Gorgone, CDM, CFPP, FMP

EXPLORING SOLUTIONS TO ONE OF THE LARGEST EXPENSES IN A FOODSERVICE OPERATION

Times are changing and customer expectations are evolving in all market segments of the foodservice industry. Nowhere is this more true than in healthcare food service. Today, all expenses are under a microscope, and foodservice directors may be asked to cut 3-10 percent off their operating budgets annually. Meanwhile, each year we see an increase in the cost of beef, chicken, dairy, produce, and paper goods. We also face an ever-tightening labor market and a lack of skilled foodservice workers. At the same time, our customers are demanding higher quality locally-sourced produce and meats, and they expect us to deliver a larger variety of great-tasting meals.

CDMs have a lot on their plates these days. They must get a handle on controlling food cost since they are now being evaluated and judged on financial controls and bottom line performance. Career success depends on it.

In this article we will look at one of the largest expenses in your operation—food cost. After all, serving great-tasting, well-prepared food is at the core of our vocation, and we must handle and manage it well to meet the challenges of today's marketplace.



1 MENU PLANNING AND RECIPE DOCUMENTATION

Sometimes we go around and around trying to figure out why the bottom line in our department is not on budget. The root of the problem is often that our menu plan has not been updated or revised in a long time. Everything we do in our operation revolves around the menu. The menu drives scheduling, ordering and inventory control, patient and resident satisfaction scores, as well as financial success in an operation. The right menu plan is important for long-term success.

Careful and thoughtful menu plans, followed by correct food specifications, are key to improving food quality, increasing productivity, achieving higher satisfaction scores, as well as meeting budget. Having a proper menu in place is the foundation for a successful foodservice operation.

A menu plan should be developed with a team to build consensus and to give more points of view to the process. Since the menu is the blueprint to your operation, it is vital to assemble a good team to create the menu plan. The team should consist of the foodservice director, the chef or production manager, the registered dietitian, as well as any trusted cooks on staff. It is also beneficial to bring food reps and sales people into the menu planning process to learn about trends and opportunities in the market. Most of the larger food distributors today have menus and ideas available to their customers serving the healthcare market. One of the best ways to get menu ideas is to attend food shows or visit purveyors' warehouses to meet with food reps and see and taste the latest products on the market.

As the menu evolves, it's important to test recipes and try the meals you are designing. Ask members of both the senior management team and the Resident Council to sample and rate the food. One tip for creating the menu is to think in terms of food inventory as you move through the process. You'll want to create an integrated menu that utilizes all the inventory items in multiple recipes. If an inventory item is used only once per month or menu cycle, it might be a good idea to change the recipe or the menu item. We want to keep stock low and not have inventory sitting on our shelves too long. Dead or slow-moving stock is an added expense that must be managed.

Another tip is to be really honest with yourself regarding available equipment and the skill sets of the staff that will be producing the food. If you don't have a grill, then don't have a menu full of grilled selections. If staff members aren't trained enough in cooking, then you may need to look at creating an interim or "building block" menu that

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will serve as a training tool. Another tip is to keep things simple and strive to use basic, straightforward ingredients and try to keep the number of ingredients to five items or less.


Once the menu plan is complete, it's time to create recipes for every item on the menu.

Photographs of plated food are a great way to capture the vision and depict the standard for the menu item. Prior to rolling out the menu, run the new menu items as specials and use this time to train the staff on the new and updated cooking processes. And remember, when rolling out the menu, it can be amended and changed as you see opportunities during implementation. This should not be a concern. Stick to the menu plan though for at least two cycles before making changes. "Tweak" the menu plan, but do so one item at a time to make it easy on the team. Gather feedback from customers after each meal to see what they like and don't like. Provide feedback to the staff every meal period so they know they are making a difference. The goal of a successful menu plan—beyond happy customers—is that food waste is kept to a minimum, and that inventory and the ordering processes are simple and straightforward.

ORDERING AND INVENTORY CONTROL

As mentioned earlier, a best practice for food cost control is managing the amount of dead or slow-moving inventory items. If something is sitting on a shelf in the freezer or walk-in for more than one menu cycle or more than a month, then challenge yourself to find ways to cross utilize or integrate that ingredient into other menus and recipes. Think of the inventory as a bank account or a monthly allowance. Each month, the piggy bank is filled and the objective is to not overspend or underspend. If there are too many inventory items sitting on the shelf at the end of the month, and they are not scheduled to be utilized in a recipe in the near future, then you have overspent your allowance.

Setting up walk-ins and storerooms properly contributes greatly to a well-run operation. A simple tool is available to operators from primary food suppliers and that is a "sheet-to-shelf" process where you set up your order guide in the same sequence as the physical layout of the inventory. As



Training the right person to do inventory and ordering is critical to a successful operation.

an example, the order guide is set up in sections, and in the produce section of the guide the first item is "Apple." As one moves through the walk-in's produce section, then the bin that holds apples is the first one on the shelf. By having this process in place, doing the inventory and placing food orders is greatly simplified. Be sure to seek help from your sales rep when setting up this process.

In terms of the order guide, it should reflect only the food items on the menu plan and its resulting recipes. Keep the order guide well managed and do not over-populate the number of items on it. Only have the items required to produce the menu. Organize the order guide exactly as you have your operation set up and organized. If all the produce is in one section of a single walk-in, then the produce should be listed in one section of the order guide. Order guides are the result of the food specifications (specs) that have been established during the menu process and recipe testing stage. Food specs are critical to controlling food cost.

A best practice on the order guide is to include a par level. Most order guides allow you to create a separate "PAR" column to show what should be kept on hand. If three cases of ketchup packs are needed in inventory to fulfill the menu needs until the next delivery, a "3" would be seen in the column. As one walks through the inventory looking to see what is on the shelf, it is easy to figure out how many cases should be ordered based on what's already on the shelf.

Training the right person to do inventory and ordering is critical to a successful operation. In many facilities, the chef handles the food ordering and the inventory control. In these cases, the chef's yearly performance should be tied to food cost control. In operations where there is no chef, the foodservice director must find and train the right person to do the job. After all, this person is watching the piggy bank.

3 RECEIVING

The schedule of deliveries is very important to an operation for many reasons. Deliveries can add another layer of confusion to the day with incoming product getting in the way of the day's production. Production sheets and schedules should always account for deliveries. Prepping ahead or adding an extra half shift on delivery day can mean the difference between a smooth day or a difficult one.

The invoice should match the order guide. That assumes the order guide is correct. It sounds simple enough, but mistakes are made by people placing orders as well as warehouse workers or "pickers." For example, an order for five cases of chicken is needed, and 15 cases are accidentally keyed in. Fifteen cases arrive and now the process of returning 10 cases is required. Check the quantity of what was ordered against the invoice as well as the order guide.

Each delivery must be inspected for quality, temperature, and freshness. And if there is not enough time to check every item in the delivery, then a good random spot check is required. Delivery personnel watch and see how well their delivery is inspected. If the receiving process is poor, inferior products may start slipping into your order. Never

Consider These Factors When Exploring Food Costs



allow an order to be dropped without inspecting and signing for it.

4 STORAGE

It might seem obvious, but put refrigerated and frozen items away first. And be sure to follow the "First In/First Out" (FIFO) rule with all inventory items, so older products get used before newer stock.

When putting away the delivery, note food or product going out of date or unused items. If there are inventory items that are going out of date or overstocked, place them on the Specials board and use them up. Nothing is worse than throwing away food or being caught by an inspector with outdated food.

In terms of setting up spaces and walk-ins for storage, one of the best resources available to an operator is the local health department. Get a copy of the local code and set up storage areas and walk-ins as suggested or required by local code. This will greatly enhance a facility's reputation with the health department inspector and will help avoid potential problems.

Dating and labeling is critical to the healthcare foodservice operator. This is another area of concern to inspectors. As product is removed from the original container or is opened, it's important to date and label it. Many types of label systems are on the market. Check with suppliers for what is in stock on a

Continued on page 26

regular basis, and keep an inventory of labels on hand and in use all around the operation.

5 ISSUING

Issuing inventory to the cooks and staff might be a new concept or practice for many operations, but—done correctly—it can save time and money. Watch the number of steps the cooks take each day going back and forth to the storeroom or walk-ins and calculate how much unproductive labor is occurring daily. Also, at the end of the day, look at the storeroom and walk-ins and see how many empty boxes are left or how many boxes are open or product that is not rotated. It becomes clear that the piggy bank is not being managed as well as it should be. And let's not forget how much inventory walks out of the kitchen 24/7 when it is not locked up. How often are staff members from other departments seen in the foodservice department picking up items for their areas? Controlling inventory begins by locking up supplies.

This might be a big change for many operations, so create policies and procedures before moving in this direction. Prior to making changes, hold in-service meetings and let the whole organization know how to follow the new process.

As part of setting up this process, assign reach-in coolers or areas for the cooks and staff to work from. As an example, set up the soup and vegetable cook with their own reach-in cooler, and each day they can pull from inventory the items they need for the next 24 hours of production and store them properly.

Once the policy and procedure is figured out, establish issuing hours for the foodservice staff and a separate time for other departments. Better yet, deliver the requested items on set days during the week and require staff and other departments to fill out requisition forms. Make it easy for everyone and train, train, train!

Once the system is in place and working, it is easy to maintain and you will wonder why you didn't have the

doors locked before. Enjoy the benefits of having more money in the piggy bank to spend on needed supplies, small wares, or on really great food for a special meal.

6 PREPARATION AND COOKING

Recipe compliance is vital to controlling cost. With a documented menu and recipe process, creating a daily production list should be much easier and the cooks should know what they need to do 1-2 days in advance. Inspect to make sure the cooks are following recipes and production sheets by spot checking the kitchen and doing tastings each meal period. Keep several disposable tasting spoons at each station to make it simple to try the food. Hold daily tastings with the staff and have them give feedback on food taste and provide process improvement ideas to the team. Make it about the food and improving its quality. Create a culinary culture in your department.

When inspecting the cooks' areas, check to see that proper cooking methods are being followed. Even check the temperatures of the ovens and make sure that food is not being cooked at too high a heat. Use thermometers to measure the food temperature. If it is too high, then food is being overcooked and yields will shrink, wasting money and reducing food quality.

Consider using combi ovens and blast chillers. Combi ovens increase food yields and improve the quality of the product. Blast chillers allow food to be prepped ahead and stop carry-over cooking and increase the shelf life of the food. The right equipment helps to improve production and productive hours.

Each day the cooks need to record the volume of food produced and the leftovers so future production sheets can be adjusted. Leftovers can be placed in the blast chiller and repurposed in another menu item.

Ensure cooks are following recipes and production sheets. Spot check the kitchen and do tastings each meal period.

7 PORTION CONTROL

The only thing worse than the over production of food is the over portioning of food. Serving even an ounce too much of an entrée can be a large waste. If a hospital is over portioning

a piece of fish that costs \$5 per pound by 1 oz. and serves 400 portions, then the waste comes to \$125 for just one meal. The bottom line shrinks pretty fast if over portioning is occurring.

The first step in improving portion control is to establish a serving size for every recipe. Once the serving size is determined, using correct utensils will help control over portioning. Frequent in-service training should be conducted to educate employees on portion control so they understand why it is so important.

During daily taste testing, it is recommended to make up a sample plate for the staff to establish a standard in presentation as well as portion size. This holds true for both patient services as well as retail operations.

8 COSTING OUT RECIPES

During the menu development and recipe documentation process, the food cost of all entrees and meals should be calculated. Recipes and menus must reflect a realistic price point for the operation, whether it be \$1.50 per meal for an entrée or \$5.50 per plate. Creating a recipe that is too expensive from the beginning will result in an empty piggy bank before the end of the month. Once the food cost is determined, it is best practice to review prices bi-annually. The cost of food is always changing and a wise foodservice director or chef makes sure the increased costs are either being passed on to the customer with higher sale prices, or adjusts patient meal costs for inflation and market changes. If a plate cost is too high, the option is to either increase the food allocation, or rework the menu or recipe to get it in line with the budget.

As food cost goes up and budgets tighten, frequent reviews of menus and recipes are needed by going back to the food suppliers for better pricing or updated specs. If a change in food spec is not an option, then a change of menu or presentation might be required.

As food cost goes up, frequent reviews of menus and recipes are needed by going back to suppliers for better pricing or updated specs.

Additional tools and tips on menu planning and calculating food costs can be found on the ANFP website. Take advantage of ANFPConnect to network with other CDMs on these subjects and more, and to share best practices. **E**



Greg Gorgone, CDM, CFPP, FMP is a Culinary Design Consultant for DRS Foodservice Design, Inc. He will present two sessions at ANFP's Annual Conference & Expo this August: How a Foodservice Department Design or Renovation Can Bring Value to the Operation, and Bringing Value to the Center of the Plate.

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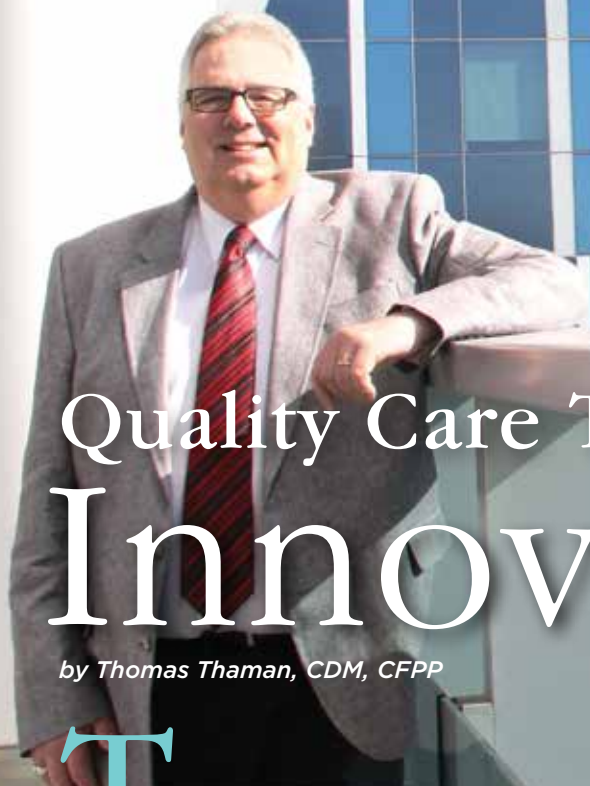
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Quality Care Through Innovation

by Thomas Thaman, CDM, CFPP

The Eskenazi Health Food & Nutrition Services was heavily involved in the planning and design of the food-service operation in our new facility from the start. Our ambitious plans included:

- A state-of-the-art room service production kitchen.
- A unique retail concept called the Marketplace, which features destination stations including a deli, grab-and-go store, Italian station with a full pizza oven, double salad bar, grill, and action station.
- A composter and dehydrator to compost the waste from 2,500 meals prepared and served daily, including compostable containers, to create a rich soil additive by-product.

- A 110-seat sit-down restaurant concept known as Café Soleil.
- A rooftop garden which grows seasonal produce served to the patients and guests of Eskenazi Health.

During the three years of construction, our team worked diligently with the consultants and architects to create this new state-of-the-art facility. On Dec. 7, 2013, everyone's hard work finally came to fruition when the Sidney & Lois Eskenazi Hospital became operational. All of the patients were transferred from Wishard Hospital to the new facility within five hours. Our first patient meal was served at 11 a.m. that day.

ESKENAZI HOSPITAL

Tom Thaman, CDM, CFPP is a recent recipient of ANFP's Innovation Award, recognizing his leadership role in foodservice innovations at Eskenazi Health (formerly Wishard Health Services) in Indianapolis, where he has served as director of Food & Nutrition Services since 2004.

In 2008, Wishard Health Services began the journey to replace their old hospital with a state-of-the-art facility in a new location west of the campus. In July 2011, Wishard Health Services became the Sidney & Lois Eskenazi Hospital and Eskenazi Health, when the couple gave a \$40 million gift to the hospital.

Thaman and his team had an active role in planning the new foodservice facility from the onset, and quality care through innovation was always a guiding principle. The following is adapted from the supporting documentation Thaman provided with his Innovation Award application.

In addition to our leading-edge facility, the food and nutrition department also features innovative programs and services for both staff and patients. Some current initiatives include:

- **Sodium Reduction:** Food & Nutrition Services is partnering with the Marion County Public Health Department, which was awarded a Centers for Disease Control and Prevention (CDC) three-year grant. The goal of the Sodium Reduction in Communities Program grant is to reduce sodium annually by 10 percent in the four retail operations and vending at Eskenazi. The goals of the grant are to increase the availability and accessibility of lower sodium food without increasing the food cost,

and to increase the awareness of the health benefits from lower sodium intake. Strategies used to accomplish the goals include developing and implementing a food procurement policy to purchase lower sodium foods, updating menus to include lower sodium recipes, and implementing a traffic signal marketing campaign identifying foods by nutrient content. The initial roll out of the traffic signal marketing campaign was in the salad and yogurt bar and vending operations.

- **Vending:** Vending at Eskenazi Health is self-operated. This allows our department to control the contents of the vending machines by eliminating sugary drinks and offering healthy snacks. Food & Nutrition services 56 locations throughout the Eskenazi Health campus, and eight clinics throughout the city. We converted to self-operation vending in 2010. Our program has been a model of "healthy vending," and we are currently submitting our vending data to the CDC.



Metro Deli serves sandwiches and more.

- **Staff Education:** Food & Nutrition Services has led the way in in-service training through electronic means by a program called E-Learning. Monthly lessons are posted, and our line staff can log into a computer in our staff break room and complete a quick Power Point lesson and an accompanying post-test. E-Learning has allowed our staff to stay current with all policies, and provides education without taking valuable productive time away from patient and customer care. Many important lessons can be repeated each year for staff to retain the knowl-

Continued on page 30



Located on the roof of the outpatient clinic adjacent to the hospital, the Eskenazi Health Sky Farm features 6,000 square feet of garden space which provides produce that is used in the patient and retail menus.

edge. Our library of E-Learning lessons includes: hand hygiene, equipment safety, and preventing foodborne illness, among others.

- **Employee Recognition:** Food and nutrition has created a unique program to recognize our employees called the Step Up to the Plate Award. The award, given monthly, is an acrylic plaque on a wooden base with the name of the employee engraved on it, and thanks them for their service to our patients and/or customers. The award is voted on by our leadership team and winners are chosen based on customer comments, patient comments, going above and beyond their normal duties, or even “wowing” a surveyor with a solid answer or practice. During Healthcare Food Service Workers Week in October, we invite our senior leaders to an annual recognition program where we honor all of our Step Up to the Plate Award recipients. We also present a series of annual awards including Best of Quality, Patient Favorite and New Employee of the Year, which are given to outstanding employees with less than one year of service. We present a mentoring award to a staff member called the Recipe of Life Award. The employees are proud of these honors and many of our staff members have won this award multiple times.

- **Composting and Sustainability:** Food & Nutrition Services contributes to the organization’s sustainability efforts through its Somat composting system. Located in our lower level ware washing area, our composter and dehydrator processes the waste from 2,500 meal trays per day. In addition to the food waste, all disposables—including cups, fold-overs and flatware—are made from

a plant base and are biodegradable. Once this material is pulped and composted, the dehydrator processes the material to 25 pounds of a nutritive byproduct that can be used as a soil additive. We donate this product each week to organizations in the area who mass produce compost.

- **The Fruit and Vegetable Stand:** To promote consumption of healthy fruits and vegetables to our staff, the Food & Nutrition Services sponsors a fresh fruit and vegetable market every other Friday in the Ingram Micro Mobility Marketplace. The produce—the majority of which is sourced within a 250-mile radius of Indianapolis—is sold at extremely competitive prices. The market features fresh greens and lettuce, apples, oranges, sweet and red skin potatoes, celery and carrots. Eskenazi Health Sky Farm produce from our rooftop garden is also sold when it’s in season.





Café Soleil is a 110-seat sit-down restaurant.

The new Sidney & Lois Eskenazi Hospital food service facilities allow our department to be extremely innovative and creative while providing nutritious and high quality food to our patients and customers. Some highlights of this facility include:

The Ingram Micro Mobility Marketplace

This retail establishment is a unique concept that goes beyond a traditional hospital cafeteria. The Ingram Micro Mobility Marketplace at Eskenazi Health features seven destination stations and several points of exit that allow our customers a wide variety of selections and efficient payment. It is adjacent to the main concourse for easy access when entering the hospital. These e stations include a grab-and-go store, full-line grill, an Italian station with a pizza hearth-type oven, a double salad bar, a traditional line, and an action station where made-to-order items can be assembled in front of a customer. A unique feature is that all of the food wells on the action station, Italian station, grill, and the traditional line can be heated to serve hot food, and then easily modified to serve cold food within an hour of changing the menu. This innovative concept allows the Marketplace to offer a wide variety of selections and creative menu planning.

The Eskenazi Health Sky Farm

The Sky Farm is one of the most unique features of Eskenazi Health. Located on the roof of the outpatient clinic adjacent to the hospital, the Sky Farm features 6,000 square feet of garden space which provides produce that is used in the patient and retail menus. The Eskenazi Health Sky Farm is managed by a local urban grower, and



Café Soleil Express offers take-out menu items.

classes on gardening are provided. Our dietitians also use produce from the Sky Farm when they conduct cooking classes for our patients and staff.

The Retail Wing in the Faculty Office Building


Located on the first floor of the Fifth Third Bank Building on the Eskenazi Health campus is our retail concept that includes Café Soleil, our 110-seat sit-down restaurant; Café Soleil Express, which provides take-out menu items; and a licensed Starbucks, which is managed and run by Eskenazi Health Food & Nutrition Services. Café Soleil Express is also a c-store concept where our customers can buy a wide variety of wholesome snacks and soft-serve yogurt with healthy toppings.

We are very proud of this new facility. Over the last year, our facility has been featured in several publications, including Foodservice Director, Foodservice Equipment Reports, and the Indianapolis Business Journal.

If you want to learn more about our programs, a video with a tour of the new facility is available on YouTube. **E**



Tom Thaman, CDM, CFPP is director of Eskenazi Health Food & Nutrition Services, Indianapolis. He has been in healthcare food service for 23 years. An active ANFP member for 15 years, Thaman has served Indiana ANFP in various leadership roles.

 Thomas.Thaman@Eskenazihealth.edu



Sustainability

What it Means and Why it Matters

by Gregory Winters, MPH, CDM, CFPP

Sustainability is a hot trend in food service but it can be a difficult concept to grasp. It's more than just the end product or ingredients that we prepare. It's much more. Due to consumer values and a lack of governmental definitions, there is no single explanation of what sustainability means to everyone. What does that mean to our role in food service? Properly marketed and implemented, showcasing sustainability can lead to greater revenue, more accurate cost forecasts, increased perception of quality, and higher customer satisfaction.

A key takeaway to remember is that for a product to be sustainable, it must not deplete the environment faster than it can replenish itself. The long-term viability of a product is

dependent on the parts that go into it as well as how it is produced, transported, and other issues in production. For consumers, it touches on environmental and social justice themes, and examines more than just the end product.

Sustainability also affects supply and demand, and therefore our costs as well. For example, overfishing quickly leads to declining fish populations. In the short-term, our food costs may fall due to increased supply. But over time, harvests become smaller due to a shrinking population that cannot replenish itself fast enough to support the same level of harvest. The harvest level is no longer sustainable. Left unmitigated, the population eventually faces extinction. Significant reductions in fishing quotas



will allow the population to recover, but food costs may skyrocket due to less supply. Sustainable fishing practices would prevent dramatic supply issues.

THE ECONOMICS OF SUSTAINABILITY

The United States is the world's leading importer of food. The FDA reports that 20 percent of all food in the U.S. is imported, with 70 percent of seafood and 35 percent of produce coming from foreign sources. As such, consumer buying power has a ripple effect throughout the supply chain. Shifts in consumer demand for sustainably-produced products significantly impact the way food is grown, harvested, and produced throughout the rest of the world,

even domestically. Consumers can choose to pay more for sustainably-produced products. We can consider consumer choices in this way to be elective.

When resource depletion becomes problematic, governments often step in. Governmental controls in the form of trade agreements, quotas, and rationing often force sustainability into the equation, whether or not the consumer elects the more costly product. For our purposes, this directly affects available supply and impacts food costs beyond our control.

VARIATIONS IN DEFINITIONS AND CONCEPTS

While the USDA has defined the term 'organic' and set a criteria for labeling standards, there is no federally regulated definition of 'sustainable' for labeling purposes. Consumer values and perception determine what sustainability means to them. But with supply chains extending into the developing world, transparency to answer questions about the products they buy becomes blurred. The consumer frequently looks to independent evaluators or must evaluate a producer that makes sustainability claims.

Some products bear the label Fair Trade™ or Fair Trade Certified™. This certification is granted by Fair Trade USA, a non-profit organization which provides third-party certification in order to use the label. A producer must self-register and apply to use the label, pay for the right to use it, and meet standards and specifications to qualify. Among many categories, Fair Trade™ products include raw ingredients, tea, coffee, wine, and spices. The label certifies the product, and not the retailer who sells it. Not all products qualify to use the label, and not all producers pursue the certification. To us, the lack of a label does not mean the product is not sustainably-produced. We must conduct our own evaluation and think like a consumer.

ENVIRONMENTAL AND ECONOMIC CONCERNS: A NUMBERS GAME

Sustainability issues also affect us at home. The scarcity of water in the US is becoming a serious problem. About 70 percent of the Earth is covered by water. But almost 97 percent of the water is held in the ocean as saltwater, and the remaining fresh water sources are under increasing

Continued on page 34



Consumers who have a choice of several products often are willing to pay a premium for those that advertise sustainability practices, even if the item does not meet the criteria to be labeled Organic.

pressure to meet demands. Extreme drought conditions have led to mandatory water rationing throughout California in 2015. The state's agriculture industry is valued at over \$100 billion and leads the nation in production in many products. In many categories the state produces nearly all of the domestic supply. The situation in California is an economic sustainability issue that affects our costs.

In a scarce water resource environment the government is forced to referee the needs of its residents and agriculture. Farmers and producers are facing drastic water allocation reductions. With less available water to meet all demands someone will lose, and potentially lose big. In sheer numbers, 80 percent of the water used in California is diverted to agriculture. Ten percent of the agricultural water supply is used just to grow almonds, which accounts for nearly 100 percent of the domestic almond market. But if water used only for almond production was diverted to the residents, this alone would meet the water needs of 75 percent of California's population. The government is forced to make tough choices to ensure the sustainability

of the water supply while maintaining the viability of the agricultural industry.

For our purposes, California-produced agriculture costs will almost certainly rise, in some cases dramatically. As the leading producer of domestic agriculture in many categories, the sustainability of water usage—whether or not you live in California—is already upon us. To parody the Vegas slogan, what happens in California does not stay in California.

SUSTAINABILITY QUESTIONS

Consumer personal values raise many questions regarding the sustainability of products. Below are some of the more common issues raised by consumers:

Issue: Water

- Are the raw ingredients produced in a way that conserves water?
- *Preferences:* low-impact water usage, water recycling

Issue: Location

- How far are the products transported?
- *Preferences:* domestic, regional, and preferably local producers

Issue: Energy

- Are renewable energy sources used in production?
- *Preferences:* solar and wind sources

Issue: Producer

- Is the producer a small business or a large corporation?
- *Preferences:* small businesses, artisan producers, local producers, niche producers

Issue: Labor

- Are producers fairly compensated for production?
- *Preferences:* laborers are provided a living wage and receive generous benefits

Issue: Genetically-Modified Organisms (GMO)

- Are products sourced from GMOs?
- *Preferences:* the ingredients and products are GMO-free

Issue: Chemical Usage

- Are ingredients produced using pesticides and synthetic fertilizers?
- *Preferences:* ingredients produced using organic methods

Issue: Corporate Responsibility

- Does the producer give back to the community?
- *Preferences:* the producer donates a portion of profits to charitable causes

SHOWCASING SUSTAINABILITY

Market research overwhelmingly shows that consumers are sensitive to price more than any other factor. Consumers who have a choice of several products often are willing to pay a premium for products that advertise sustainability practices, even if the item does not meet the criteria to be labeled Organic. If all else is equal, the consumer places higher value on products marketed to be sustainable. Products marketed as organic and sustainably-produced may command a premium if the consumer is willing to pay more. Sustainably-produced products are often perceived to be of superior quality.

It is clear that consumers add value to products with these descriptors. But we must balance our customer needs to evaluate whether we should offer higher cost products. If the difference in price is significant, the consumer may not wish to pay the higher price. And the impact to our operation increases with carrying higher cost items. Carefully done, we can implement sustainable products to grow profitability and control costs. But it requires knowing your customers and weighing the benefits against the costs. The customer must understand the value of the product in order to be willing to pay the higher price.

FORECASTING AND SUSTAINABILITY IN OPERATIONS

Forecasting costs is a tricky business. Among many things, this requires knowing the origin of the product. Local products are often more expensive but may be less sensitive to price changes. To avoid large increases in prices, we may need to find other producers. And those producers may cost more. Given the situation of California agriculture, it should be no surprise that costs from California-grown agriculture may increase. We can forecast that possibility and source marginally more expensive local

TOP 10 FOOD TRENDS FOR 2015

1. Locally sourced meat and seafood
2. Locally grown produce
3. Environmental sustainability
4. Healthful kids' meals
5. Natural ingredients/minimally processed food
6. New cuts of meat
7. Hyper-local sourcing
8. Sustainable seafood
9. Food waste reduction/management
10. Farm/estate branded items



Source: National Restaurant Association

products to level costs over time. This requires balancing—deciding if higher present costs from other sources are wise hedges against future cost increases.

Forecasting also requires us to be aware of current and long-term trends. The National Restaurant Association surveys American Culinary Foundation professional chefs each year and reports the top 10 food trends. The sustainability theme is evident in many of the trends for 2015.

While these are the current year trends, the NRA survey predicted that the top trend over the next 10 years will be environmental sustainability, followed by local sourcing. To the extent that we can, incorporating these trends into our planning and purchasing to stay ahead of the curve may be a wise move.

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SUMMARY

Sustainability is in the eye of the beholder, to some degree. Consumers increasingly demand products they deem sustainably-produced, though no singular definition exists to determine whether or not a product is produced sustainably. This is a matter of values and perception. But we should not dismiss their concerns. Consumers hold considerable influence due to buying power. But the consumer does not automatically select products that are marketed as sustainable. Price is the largest factor in their decision-making. Consumers may be willing to pay a premium for sustainably-produced foods, but only if these are properly showcased and if they value what makes the item sustainable.

We can implement sustainability practices into our operation in the amount that we choose. We can market as a sustainable-friendly operation, and choose whether we showcase sustainably-produced products, organic products, local products, or whatever we want in the amounts that we want. We can incorporate as much sustainability as we can support. Consumer trends indicate a shift towards these products. But we must be cautious. Sustainable products not only cost the customers more, they also cost us

more. It is not a certain payoff. We must be willing to bend to consumer demand without breaking our bottom line. It is a delicate balance that, if properly done, can reap significant benefits. But we must know our customers before chasing the newest trend. **E**

Source:

- National Restaurant Association. Press Release “Culinary Forecast Predicts Local Sourcing, Environmental Sustainability, Healthful Kids’ Meals as Top Menu Trends for 2015.” December 3, 2014.
www.restaurant.org



Greg Winters, MPH, CDM, CFPP is a health education researcher and a member of the Washington ANFP chapter.

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HCI LIAISON
Deb Dawson, CDM, CFPP
Johnston, IA



NAFEM Presents Honorary Doctorate of Foodservice Awards to ANFP Leaders



Left to right: NAFEM President Michael Whitely, CFSP (Hatco Corporation); Kathryn Massey, BA, CDM, CFPP; Paula Bradley, CDM, CFPP; and The NAFEM Show Chair Rob Connelly, CFSP (Henny Penny Corporation)

ANFP CHAIR Kathryn Massey, BA, CDM, CFPP and Immediate Past Chair Paula Bradley, CDM, CFPP were presented with honorary Doctorate of Foodservice awards by the North American Association of Food Equipment Manufacturers recently. NAFEM recognized several allied hospitality association leaders for their contributions to the industry during the All-Industry Awards Breakfast at The NAFEM Show in February 2015.

NAFEM is a trade association of more than 550 foodservice equipment and supplies manufacturers providing products for food preparation, cooking, storage, and table service. **E**

Policy Changes and Audit Procedures Outlined for CDM Credential Holders

THE CERTIFYING BOARD for Dietary Managers wants to be sure that CDMs are familiar with the new CE auditing process and policies.

Each year some CDMs will be selected for audit, either randomly or due to insufficient CE hours. Following is a brief recap of the CE audit procedure:

- CDMs selected for audit must submit required CE documentation to the Certifying Board by June 15.
- CDMs who meet audit requirements will go on to a new three-year cycle.
- CDMs who do not meet audit requirements will get a 90-day extension to earn the required hours.

Anyone who does not meet the 45 hours requirement after the extension will lose their CDM certification and must retest.

Please view the CE Audit FAQs found at www.ANFPonline.org. Click the link on the homepage under the Certification heading. This page answers questions such as: What is the purpose of the audit? How are CDMs selected for the audit?...and more.

For further reference, download the **CBDM Guide to Maintaining Your CDM, CFPP Credential**, which contains step-by-step instructions for self-reporting and CE documentation. Visit www.ANFPonline.org **E**

Continued on page 38

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- Rachael Herberg, CDM, CFPP, Culinary Services Director, Villa St Vincent/The Summit & UND Graduate

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ATTENTION MEMBERS!

New Dues Renewal Timeline Announced for 2015

IN RESPONSE TO member feedback, the ANFP Board of Directors and the Certifying Board for Dietary Managers have voted to change the dues renewal timeline. You will still receive your dues/certification fee invoice via e-mail in

mid-June, but you now have until August 31, 2015 to renew. All payments must be received by August 31 or late fees will be incurred. Individuals who have not renewed by October 1 will be considered inactive members. **E**

Register Today! ANFP 2015 Annual Conference & Expo



BRING VALUE TO THE TABLE is the theme for ACE—ANFP’s Annual Conference & Expo—coming up August 2-5 at the Hyatt Regency Grand Cypress in Orlando.

Education programs are designed to meet the varied needs of CDMs. Sessions include: Foodservice Department Design & Renovation; the ABCs of

Successful Surveys; Nutrition & Hydration Approaches; Value of the CDM Role; Quality Indicator Survey Success; Deficiency-Free Joint Commission Surveys; Current Menu Trends; Workplace Communication Strategies; Sanitation Surveys & Training; Team Building—and more. **Earn 20 CE hours at ACE!**

Don’t miss Expo, where you can see the newest products and innovations in food service.

Register at www.ANFPonline.org Click Events **E**

Student Grants and Scholarships Are Available

CDM STUDENT GRANTS for fall 2015 are available, and the deadline to apply is June 1, 2015. Student Grants cover \$200 toward course costs at an ANFP-Approved School, and \$399 credit towards the CDM exam fee. The grant application is available on the Nutrition & Foodservice Education Foundation website at www.NFEFoundation.org

Congratulations to the following students, who were spring CDM Student Grant winners: Norma Lopez, Meghan McCurdy, Amanda Oberbeck, and Sandy Richter.

The University of North Dakota is once again offering a scholarship for foodservice managers desiring to further their education and career potential by becoming a CDM, CFPP. UND will provide the recipient with course tuition and fees waiver for their online Nutrition & Foodservice Professional Training Program (an ANFP approved course). For more information, visit www.NFEFoundation.org.

The deadline to apply is August 1, 2015.

Congratulations to the 2014 winner of the University of North Dakota Scholarship: Kelly Stevens from Burton, W.V. **E**



NFEF Grants Available for ACE

GRANTS funded by the Nutrition & Foodservice Education Foundation (NFEF) are available to ANFP members to cover the registration fee for ANFP’s Annual Conference & Expo in Orlando. **The deadline to apply is June 10, 2015.**

For more information, contact Mindy Schaff, mschaff@ANFPonline.org **E**



Visit www.NFEFoundation.org

NFEF Provides Certification Exam Grants

THE NFEF (Nutrition & Foodservice Education Foundation) is offering financial support for ANFP members who want to sit for the CDM Credentialing Exam and meet established criteria. The grant covers the \$399 exam fee. **The next deadline to apply for a Certification Exam grant is June 1, 2015.** **E**

Go to www.NFEFoundation.org



by Brad Rysz

A Chef's Journey From Hawaii to Dallas



Ke'o Velasquez, CDM, CFPP

KE'O VELASQUEZ, CDM, CFPP, has been the Executive Sous & Club Chef at the Four Seasons Resort and Club Dallas in Dallas, Texas for nearly two years, but his journey in the foodservice industry didn't start in Dallas and likely won't end there.

Velasquez was born and raised on Hawaii (Big Island). His first job was at a local Hawaiian farm that grew organic produce and medicinal herbs including kava kava and passion fruit. He worked both in the field and in the warehouse, distributing the produce to local restaurants and resorts. When it came time to enter college, Velasquez intended to gain expertise in electrical engineering and technology. While looking for electives to add to his coursework, he came across some culinary options. After speaking with a counselor, Velasquez was told that those courses were actually part of a Culinary Arts program, and with some healthy encouragement he decided to enroll.

During school he picked up a job as a dishwasher at a high-end country club in Hawaii where he was able to learn under a creative chef that taught him how to pair wine with foods and work with a menu that changed constantly. Velasquez worked his way up from dishwasher to prep cook to line cook and eventually to sous chef. This process allowed Velasquez to meet highly-respected chefs from throughout the islands. As his career began to take shape, he became more involved in his local chapter of the American Culinary Federation. In 2003, Velasquez traveled to Washington, DC and competed as a finalist for the ACF Student Chef of the Year Award. Loving his job, but in search of further culinary experience, Velasquez was presented with an opportunity to work at an exclusive resort on the island. After giving his two-week's notice to the country club, Velasquez found out that there were

complications with the position and his offer had been rescinded. Velasquez was able to remain at the country club, but decided that he was going to work till the end of the year, then spend some time traveling the world.

His first trip was to the neighboring Island of Oahu to stage under James Beard chef Alan Wong. During his time on Oahu he volunteered at a celebrity chef charity event and met Chef Jeff Moschetti, who worked under renowned chef Stephan Pyles in Texas. Velasquez was looking to work on the U.S. mainland during the summer. Moschetti recommended the Dallas culinary scene and handed him a business card with the words "call me."

After his time in Oahu, Velasquez headed down to Guam aboard the U.S.S. *Salvor* as a volunteer chef for the US Navy as part of an ACF program that paired chefs with military branches. After a few unsuccessful phone calls to Dallas, Velasquez got a response via e-mail stating that if he came there, a job would be waiting for him. Upon his return from Guam, with only an email guarantee, he headed to Texas. "I had no car and no house," said Velasquez. "I just said to myself that I'll figure it out when I got there. And it worked out." Velasquez stayed in Dallas for four months, working various long-hour shifts as a rounds man, including a famous 26-hour shift that he still remembers today.

From Dallas, Velasquez traveled to New Orleans. Then to South Carolina for the wedding of a fellow ACF Student of the Year competitor. Then to Chicago where he spoke to the culinary program at the Illinois Institute of Art. Then to Los Angeles. Then back to Hawaii. Then to Australia, where he spent three months working at a Bench Café. While in Australia, Velasquez received

Continued on page 40

a job offer in Dallas from a contact he had gained during his previous time spent there. Velasquez accepted the position, got settled in Dallas, and now has a place he calls home.

Today, Velasquez provides creative direction for all things culinary at the Four Seasons. He manages and develops the culinary staff, manages the culinary financial areas such as labor, food cost, recipe cost, and equipment, and oversees all the resort food outlets when Executive Chef Christof Syré is not around. He has recently rolled out a “Live Well” menu for the membership. He also holds quarterly seminars for resort guests and members that cover topics such as nutrition, super foods, healthy cooking techniques, shopping smart, and more.

Velasquez also continues to grow his passion: learning how food not only affects a person’s physical health, but their mental health as well. What motivates Velasquez is to satisfy not only his clients’ physical tastes, but to give them an overall memorable eating experience.

A favorite hobby of his involves building food to pair with wines. “It’s amazing how food and wine can clash and completely change the whole dish, or blend together creating a truly unique experience. Every once in a while you get everything just right and people say ‘this is the best meal I’ve ever had.’ People eat a lot of meals. Three meals, 365 days a year. It’s a bold statement when they say it’s the best meal they’ve ever had and that’s incredibly special to me,” said Velasquez.

He adds that eating and dining has become so much more than a social gathering, comfort activity, or a necessary process to survive. Chefs are



pushing the boundaries of creativity and ingredients. “There’s a celebrity element that previously didn’t exist. Molecular gastronomy challenges our concept of flavors and textures. The new generation has grown up with a barrage of cooking shows and competitions. The culinary and beverage industry is experiencing an incredible renaissance period as chefs explore deeper and deeper into the world’s cuisine in their quest to carve out their own unique niche,” noted Velasquez.

His goal as a chef is to evoke an emotional response from people as they eat. “People often view their food from a physical point and overlook how it can affect you on other levels. So many memories are tied to eating. Certain smells and aromas tip them off to memories from early childhood, both good and bad. The mental part of eating plays such a large role in food. Food also has a huge effect on health, well-being, and overall sense of happiness.”

Velasquez earned his CDM, CFPP in 2012 when an employer offered it as part of a continuing education program. The certification appealed to him because he has always strived to maintain a healthy and active lifestyle, and he felt the CDM would help him stay up-to-date with current trends.

“Education seems to be a very big hurdle. In the age of instant access, there are many conceptions and mis-

conceptions about food. As we learn more about nutrition and its ever-increasing role in our health, many outdated concepts are slow to die. It is more important than ever to push ourselves as culinarians to remain relevant,” said Velasquez.

Outside of work, Velasquez loves the outdoors. He grew up learning construction basics from his father. This knowledge has now translated to the remodeling of his house, where he lives with his wife and 1-year-old son. Velasquez intends to return to Hawaii someday, but for now he is happy to see his career continue growing in Dallas.

“There are two parts of food service that continue to fuel my passion. The first is cooking for people and seeing them enjoy it. I want to leave an incredible, lasting memory for them. The second is the development of my staff. This business isn’t always easy. There are long hours, many times you work six or seven days a week. The pay isn’t always great, but the people are amazingly passionate. It’s extremely rewarding to watch people grow. The Four Seasons really allows me to develop and mentor my staff.” **E**

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1 Comfort Foods and Comfort Care



For many, the long-term care facility is the final living situation for the elderly. Providing for comfortable living in the “golden years” should be of the utmost importance. Food plays a very important role in the quality of life. **Comfort Foods and Comfort Care** allows the CDM to discuss the current trends in providing comfort foods, how to incorporate these foods into the healthcare menu, and to understand the relationship between comfort foods and comfort care in the elderly population.

5 HOURS
CE
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2 Food Allergies



Food allergies have been a “hot topic” in the nutrition literature and seem to be on the rise in the United States. Through this **Food Allergies** course, the CDM will be able to identify common allergens, read labels looking for specific food allergens, and discuss food preparation challenges that may be faced in the food-service setting.

5 HOURS
CE
CDM Approved 5 hrs. CE

3 Fortification vs. Supplementation



Recently, the concept of “Real Food First” is one that examines the use of real food as a supplement for a client who may be losing weight. So what is the role of fortified foods or nutrition supplements in nutrition care? **Fortification vs. Supplementation** will examine the common terms used for this discussion, and how these foods can be used in patient care in the health-care setting.

5 HOURS
CE
CDM Approved 5 hrs. CE

4 Standards of Practice for Individualized Diet Approaches



The concept of “liberalized diets” is now mainstream in long-term care. **Standards of Practice for Individualized Diet Approaches** outlines the recommendations of the Dining Practice Standards from the Pioneer Network. The Standards help CDMs identify dining requirements, the importance of food selection, and understand CMS requirements.

5 HOURS
CE
CDM Approved 5 hrs. CE

5 When is Weight Loss Really Weight Loss?



Obesity is now considered a public health crisis and epidemic in the United States. It is interesting, though, that in the healthcare world unintentional weight loss is also a serious condition. **When is Weight Loss Really Weight Loss?** looks at the obesity epidemic in the U.S. It then discusses the concepts of intentional and unintentional weight loss in health care and how to manage it.

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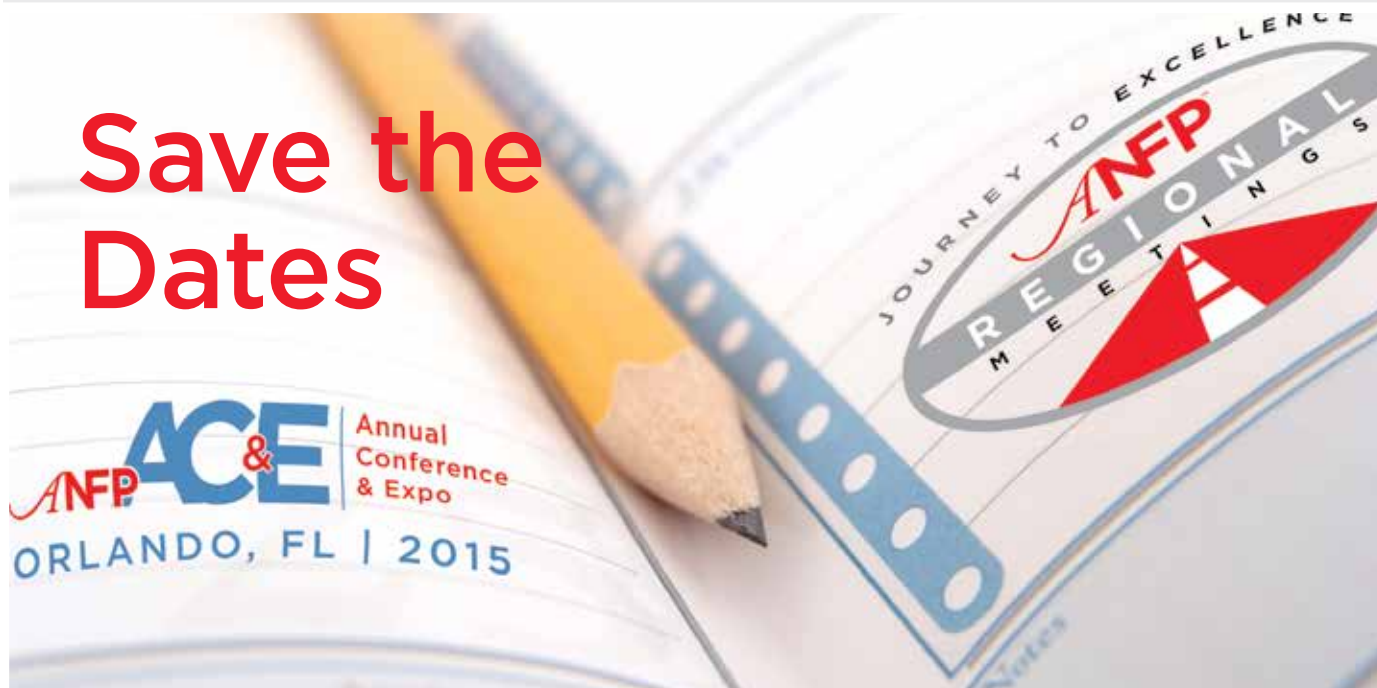
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