Leadership With a Purpose

Whole Grains
Increase Your Intake

Boomer-Pleasing Foods

Exceptional Culinary Skills
A Must for Upscale Communities
Take advantage of the industry’s newest trend of Restaurant Style Dining with eTableServ and separate your facility from the rest!

www.eTableServ.com • www.DietechSoftware.com
Janice Sawyer • (866) 585-3344 x117 • janices@primeservicesinc.com

PRIME Services Inc. is pleased to announce the development of eTableServ; a touch screen menu application that can be customized to your nursing and assisted living community’s dietary needs. This program is specifically designed to allow staff to select from a specified menu adapted to the resident’s dietary requirements and needs whether it is at their tableside or bedside. It is as easy as tapping your fingers.
CONTENTS
January 2013 / Volume 22 / Issue No. 1

DEPARTMENTS
8 Leaders & Luminaries
12 Food Protection Connection
39 Meet a Member

ALSO IN THIS ISSUE
4 2013 ANFP Year at a Glance
6 ANFP Salary and Benefits Survey Sneak Peek
37 Message From the Chair

FEATURES
18 Leadership With a Purpose
   by Michael Scott
   Keeping your organization’s purpose in mind is paramount for effective leadership. Five keys for boosting your leadership performance are provided.

23 Whole Grains 101
   by Linda Eck Mills, MBA, RD, LDN, FADA
   The Dietary Guidelines for Americans urge us to increase our whole grain intake. The new National School Lunch Guidelines are requiring more whole grains. What to consume? And how much? Here are answers.

29 Boomer-Pleasing Foods
   by Cindy Heilman, MS, DTR
   Today’s senior living customers are seeking quality meals, menu variety, and healthful choices. Can your foodservice deliver?

32 Exceptional Culinary Skills—A Must for Luxury Retirement Centers
   by Lynne Eddy, MS, RD, FADA, LDN, CHE
   Baby Boomers entering luxury retirement centers have high expectations for their mealtimes. Professionally-trained chefs are fulfilling the need for upscale meals and dining experiences.

34 Nutrition & Foodservice Edge Article Index—2012
   Looking for specific information on nutrition, foodservice, or leadership topics? Maybe we addressed it in Nutrition & Foodservice Edge in 2012. An index of last year’s articles is published here.
Purposeful Leadership

This month we welcome a new column to our pages. Long-time ANFP speaker and author Michael Scott will be writing our new Leadership Connection series. We will run several leadership-focused articles each year, designed to enhance your skills and provide continuing education for CDMs. His premier column discusses Leadership With a Purpose. See page 18.

Leadership is something you’ll be hearing a lot about in the coming year. The ANFP Annual Meeting has been transformed and renamed the National Leadership Conference (NLC). Planning is actively underway for the event, slated for July 28-31 in Savannah, Ga. Look for transformative sessions, a new vendor show experience, more interaction with our corporate partners, and innovative peer networking opportunities. Circle the conference dates on your calendar, and watch for details! Preceding the NLC is our popular Leadership Institute on July 26-28. Institute boasts more than 200 past participants to date. Enhance your professional success by attending these career-building events!

Want to see how your paycheck stacks up? We’ve published a sneak peek of the 2012 ANFP Salary and Benefits Survey on page six. The full document is available in the Members Only section of our website at www.ANFPonline.org. 

Need some good ideas on how to get more whole grains into your diet or on the plates of your clients? Help is on page 23. Linda Mills, MBA, RD, LDN, FADA describes how to meet your daily grain requirements, and provides a list of whole grains that may not be on your radar screen. If you are a school foodservice professional, this information is especially helpful if you’re struggling to meet the new National School Lunch Guidelines.

We have two excellent articles that will help you prepare for the growing numbers of Baby Boomers who will be entering your facilities. Cindy Heilman, MS, DTR describes on page 29 foods the Boomer generation will expect as they enter retirement communities and care centers. Lynne Eddy, MS, RD, FADA, LDN, CHE of the Culinary Institute of America tells us on page 32 that classically-trained chefs are being sought by luxury retirement centers to satisfy the sophisticated palates of their clientele.

As we kick off the New Year, we provide an ANFP calendar of events. The number and variety of meetings, events, and webinars on this list grows each year. The calendar is found on page four, and can be posted on your bulletin board so you know what’s planned each month.

All of us at ANFP wish you a happy and healthy 2013. May this be your best year yet! ☺
Make a difference in your facility.
Attend an ANFP Spring Regional Meeting.

ANFP Regional Meetings provide top-notch education at affordable and convenient locations across the nation. Discover new ways to tackle foodservice challenges, and strengthen your leadership skills. Return to your facility ready to make a difference.

Choose the location that works best for you!

**WEST REGIONAL MEETING**
Portland, OR
March 19, 2013
Sysco Portland

**SOUTH CENTRAL REGIONAL MEETING**
Houston, TX
March 27, 2013
Sysco Corporate Headquarters

**NORTHEAST REGIONAL MEETING**
Pittsburgh, PA
April 4-5, 2013
DoubleTree by Hilton Hotel Pittsburgh Airport

**NORTH CENTRAL REGIONAL MEETING**
Milwaukee, WI
April 18-19, 2013
Sheraton Milwaukee Brookfield Hotel

“- Kimmi Campagna, CDM, CFPP

The recent ANFP Regional Meeting provided me with wonderful opportunities to not only attend a wide variety of interesting educational sessions that match my career needs, but also to gain valuable professional networking opportunities with like-minded professionals. Thanks for making such a quality program so easily accessible and affordable.

“


Visit www.ANFPonline.org/Events to learn more program details and to register.
Keep this calendar handy to remind you of the dates of ANFP activities and programs throughout 2013. Visit www.ANFPonline.org/Events or call (800) 323-1908 for details.

January
10: ANFP Webinar: Survey Readiness
15: Application Deadline for March 2013 CDM Credentialing Exam

February
4-8: Pride in Food Service Week

March
14: ANFP Webinar: Communication
16-23: CDM Credentialing Exam (250 sites)
19: ANFP West Regional Meeting (Portland, OR)
27: ANFP South Central Regional Meeting (Houston, TX)

April
4-5: ANFP Northeast Regional Meeting (Pittsburgh, PA)
9-13: National Hunger Week
18-19: ANFP North Central Regional Meeting (Milwaukee, WI)

May
1-31: Online Voting for ANFP National Elections
9: ANFP Webinar: Menu Flavor Enhancements

June
3: Early Bird Deadline for National Leadership Conference

July
26-28: ANFP Leadership Institute (Savannah, GA)
28-31: ANFP National Leadership Conference (Savannah, GA)
31: ANFP Dues Renewal Early Bird Deadline

August
8: ANFP Webinar: Culture Change
15: Application deadline for October 2013 CDM Credentialing Exam

October
1: Deadline for ANFP Board of Directors Nomination Forms
3-4: ANFP Fall Regional Meeting (Mobile, AL)
10: ANFP Fall Regional Meeting (Phoenix, AZ)
12-19: CDM Credentialing Exam (250 sites)
24-25: ANFP Fall Regional Meeting (Midwest City, OK)

November
14: ANFP Webinar: Sanitation
WT has released its Things to Watch in 2013 Food and Beverage Report. This is part of its eighth annual forecast of key trends that will drive or significantly impact consumer mindset and behavior in the year to come. It’s important for nutrition and foodservice professionals to be aware of trend information.

**Allergen-Free**
With food allergies rising worldwide—a 2011 study found that as many as 1 in 12 American children may have a food allergy, twice as high as previous studies found—we’ll see “allergen-free” becoming as ubiquitous as gluten-free. Products will multiply as more brands build facilities dedicated to manufacturing foods free of allergens like dairy, peanuts, eggs, soy, and shellfish.

**Chia Seeds**
Make room for another superfood: Chia seeds, once part of the Aztec and Mayan diets, offer protein, antioxidants and fiber, as well as omega-3 fatty acids.

**Faux Meat**
Meat substitutes are gaining adherents among the masses as more people cut down on meat for budget, health, or environmental reasons and as faux meat gets tastier and more convincing.

**Humane Food**
Consumers will become more concerned about the humane treatment of the animals they eat, a trend that’s already under way in Europe. Watch for animal advocates to bring new issues to light and mainstream consumers to pay close attention.

**Menu-Free Dining**
As more restaurants try to be all things to all diners in this era of fussy eating—catering to a multitude of dietary restrictions and food allergies—some are going in the other direction, adopting a limited-options approach.

**Mid-Calorie Foods**
The concept isn’t new (and some previous offerings have bombed), but food scientists are doing better at producing tasty products that compromise between all or nothing. With consumers wary of “light” and diet foods but looking for healthier choices, it’s a potentially lucrative niche.

**Reduced-Guilt Candy**
Consumers can have their cake and eat it too with candy that dials down on the sinful stuff and amps up the beneficial ingredients. Supercandy, from a company called Snap Infusion, is marketed as a functional food: Its gummy candies, jelly beans, and caramels are enhanced with vitamins and electrolytes and sweetened with evaporated cane juice and tapioca syrup.

**Teff**
Consumed for thousands of years in Ethiopia, this super grain has been slowly gaining favor outside the Horn of Africa, due in part to its exceptional nutritional quality. Teff is gluten-free, full of essential amino acids, high in protein, calcium and fiber, and low in fat. As consumers embrace ancient grains like quinoa and millet, we’ll see more interest in teff flour and recipes that incorporate the tiny grain.

**Vegan Babies**
As veganism gradually gains more interest and adherents, more parents are starting to introduce their animal-free eating habits to their offspring.

**Vegetable Boxes**
Watch for this trend, which has long been popular in the U.K., to pop up in more markets and become a new revenue stream for brands and retailers. These boxes, delivered to customers’ homes, are packed with locally grown and mostly organic produce and sometimes meat and dairy products. They appeal to consumers who want to support local producers directly and enjoy the challenge of cooking with unexpected and sometimes unfamiliar ingredients.

**Vertical Farming**
In a bid to reduce its dependence on imports, Singapore recently opened the first commercial-scale vertical farm. Its 120 aluminum towers, each 30 feet tall, produce more than 1,000 pounds of vegetables a day. Vertical farming is reputed to be more environmentally sound than traditional farming and also enables year-round agricultural production.

**Yogurt Shops**
Yogurt has been spiking in popularity, especially in the U.S., as consumers seek healthier snacks and functional foods, and embrace Greek yogurt. Now yogurt is going from the shelf to the streets.
The results of ANFP’s 2012 Salary and Benefits Survey are now available in the Members Only section of the ANFP website. The survey compares salaries for nutrition and foodservice professionals based on education level, years of experience, job responsibilities, geographic location, and other factors. It also looks at the benefits employers are providing, including paid holidays, vacation days, sick days, health and life insurance, retirement plans, and more. The complete survey report is detailed and comprehensive, so we’ll provide just a sneak peek here. Please visit www.ANFPonline.org to access the full report and learn much more.

**BACKGROUND**

Perception Solutions, Inc. – a professional survey company—assisted ANFP with the 2012 Salary and Benefits Survey in fall 2012. All ANFP members with valid e-mail addresses were invited to participate in an online version. The survey was also included in the October 2012 Nutrition & Foodservice Edge magazine.

Three waves of e-mail invitations were sent to 11,672 members. A total of 3,630 members completed the survey, resulting in a statistically valid 32 percent return rate. The survey consisted of about 24 questions.

**PROFILE OF PARTICIPANTS**

The majority of respondents (96 percent) indicated they were CDM, CFPP certified. About 54 percent had completed the Dietary Managers Course. About 12 percent indicated they had a Bachelor’s degree, and another 14 percent had an associate degree. Over 7 percent had higher education degrees in Culinary Arts.

About 21 percent of survey respondents indicated they had over 30 years of industry experience. The average years of industry experience was 21.9.
About 42 percent indicated they were working in a Long-Term Care Facility/Nursing Home. About 24 percent were working in a Hospital. Another 8 percent worked in a Continuous Care Retirement Community. Survey participants represented all nine geographic regions defined by ANFP. The majority of survey participants (62 percent) worked in small town/rural facilities with a population under 100,000.

**SIZE OF FACILITY**

On average, survey respondents had a daily census in their facility of 315, and served 319 meals per day (other than patients/residents). The average annual budget was $1,368,884. About 36 percent of the annual foodservice budget was labor. The average meal cost for all participants was $4.44.

On average, survey respondents had 23 employees reporting to them. About 20 percent indicated their staff will increase within the next year.

About 6 percent of participants indicated they had no dietitian coverage in their facilities, while 42 percent had coverage of about 10 hours a week or less. About 31 percent indicated they had a dietitian in their facilities 40 hours or more per week.

**EMPLOYMENT STATUS/POSITION/SALARY**

The majority of participants (97 percent) indicated they had full-time positions. Over 68 percent indicated they were exempt (salaried). Based on this survey, the average annual salary was calculated at $47,201—this is a 4 percent increase compared to the 2008 survey.

**BENEFITS**

Most participants identified benefits included in their compensation plans. Medical insurance, paid holidays, pension plan or 401(k) plan, life insurance, and dental insurance were among the top five benefits.

Over half of the survey respondents received paid vacation as a benefit. Another 49 percent selected paid time off (PTO). Over 51 percent received paid sick days. Average paid vacation per year was 15.9 days. Average PTO per year was 18.4 days.

**COMPLETE SURVEY RESULTS**

The online survey results provide much more information, including average annual salary based on various demographics—such as how an advanced degree impacts salary, which work settings offer the highest salaries, which geographic areas provide the best paychecks, and more. Members are invited to view comprehensive survey results at www.ANFPonline.org.

---

Learn more...

Visit www.ANFPonline.org to access the complete 2012 Salary and Benefits Survey.
Chef Ronaldo Linares
Cuban Inspired, Passion Infused

Ronaldo Linares, 31, of Somerville, N.J., is a charismatic champion of living life to the fullest through one of our greatest pleasures: eating.

An executive chef, restaurateur, and inspirational speaker, Linares is the CEO of Ronaldo’s Cocina and the CMO of Martino’s Cuban Restaurant, both in Somerville, N.J. Infusing passion into his Cuban-inspired culinary style, Linares honors both his heritage and his boundless zest for life. He has shared those talents on the Food Network’s cooking competition show Chopped, and was one of the main co-stars on the new hit show Chef Race: U.K. vs. U.S. on BBC America.

In addition to his appearances on television, Linares conducts cooking demos (Williams-Sonoma, Old York Cellar Vineyards, and Martino’s Cuban Restaurant) and seminars (Raritan Valley Community College, Morris County Community College) to share his cooking knowledge and passion with others interested in Cuban-style cuisine. Linares is equally committed to giving back and has supported the fundraising efforts of the New Jersey Advocacy Network to End Homelessness and the Jersey Battered Women’s Community.

His newest ventures include adopting a school in Harlem in participation with First Lady Michelle Obama’s Chefs Move To Schools, a component of her Let’s Move! campaign to end childhood obesity, and participating in the national Cooking Matters program, which strives to empower families with the skills, knowledge, and confidence to prepare healthy and affordable meals. An inspiration to many in the Latino community, Linares also volunteers as a youth mentor to HISPA, which in English stands for Enabling Hispanic/Latino Role Models to Inspire Students Performance and Achievement.

A NEW HOME

So when did you come to this country?
Twenty years ago, I was about 10. We landed in Miami from Columbia, where I grew up. My mother is from Columbia, my father is from Cuba.

Was the transition difficult?
Not so much in Miami, but definitely when we got to New Jersey. We were in Miami for six months. Then we got on a train and moved to New Jersey. I remember it was the dead of winter but I just had on this little sweater and sneakers. I thought to myself, “What is this? All the snow.” I was shivering. It was a whole new world. And the traffic. Everything was go, go, go.

You weren’t used to that.
Not at all. We were very protected and life was much slower in Columbia. The coldest it ever got there was in the 50s. A warm 50s. I grew up in a small mansion surrounded by 12 foot walls. We had a chicken coop, gardens. Everything we ate was so fresh. So to come here, it was a big, big culture shock for me, to go from warm Columbia to a little apartment in New Jersey, living with eight people. It was a big change.

But you brought your family’s love of food with you.
Yes. Cooking was definitely a part of my culture from the get-go. If you’re Latino, food is the basis of everything, you know. Every meal you gather with the family. Stews, roasts, and everything is so unbelievably fresh. Our meals were cooked within hours of picking the fruits and vegetables and slaughtering the meat, mostly chickens.

I am trying to continue that tradition here. I have a small townhouse in New Jersey with maybe 10 feet of land, and I still have a garden in the back. It’s a five by five foot raised garden I built. I have herbs and some seasonal veggies. Lettuce, red cabbage. Things that my wife and I eat on a regular basis.

You don’t need acres and acres of land. My philosophy is to just grow what you like and that’s it.
AN ENTREPRENEUR AT HEART

Tell us about your family's restaurant.

My father opened the family restaurant in New Jersey in 1993, three years after we came to this country. My dad was 62, nearly retired, really, but he had to do something to make money.

My older brother had a part-time job cleaning buildings and stuff. Me, I sold candy at school. Jolly Ranchers and Blow Pops. We would go to Costco and I would buy two or three boxes of Blow Pops for like five dollars and then I would sell them individually for like 25 cents. Fifty cents for the blue Blow Pops. Weekly, I would make like $200 and help with the rent. I didn't tell my mom that's what I was doing. I told her I was mowing lawns and stuff. I wasn't sure if she'd like that I was selling candy to kids at school. I felt like I had to do something to help out, though. We needed the money.

Then you started working in the restaurant.

Yes. When we opened the restaurant up it was nothing. Small room, 10 or 12 tables, and a little counter with the smallest kitchen you could imagine. And back then the safety regulations were a little lax so we had like the dishwasher next to the fryer. It was an Italian restaurant.

Why Italian?

That's what my father knew. But then someone asked him why he was doing Italian and not Cuban, because there was no Cuban food in the area at the time. So we started doing old recipes, Cuban style. And that's where I started developing my flavors. My Cuban-inspired, passion-infused cuisine went from there. Six years later we took over the building next to us, added a second and then a third dining room. To look at where it was and where it is now is truly amazing.

MANNING UP

Where did you go to culinary school?

I went to the Institute of Culinary Education in Manhattan. Formerly it was known as Peter Krump's New York Cooking School. But before that, I was in the Marines.

How long were you in the Marines?

Four years, from 1999 to 2003. I was in foodservice. I was 18 years old, a young punk full of attitude. I needed to straighten myself out, tap into my inner leader. Get more responsible. Become a better manager of life. Become a better leader. It was tough. I had to work my way up from the bottom until I could become a cook. They would fill up 50 gallon drums with soap and water, knock them over and tell me to clean the floors. That was my initiation.

But you made it.

I did. My mom was very strict so it wasn't anything I couldn't handle. So as I worked harder and harder I moved up in position and became the chief cook. I started seeing possibilities when I became chief cook. I finished my career as a sergeant by the time I left. Five ranks in four years. I had a 100 percent inventory rank with over $2 million in inventory over a year. Which meant that nothing was missing and we were operating at a very low food cost.

One award I am very proud of having is the Navy and Marine Corps Achievement Medal, which I got for my fighting and for my work maintaining what a Marine should be in the kitchen and keeping the inventory at a certain percentage. It means you're saving money for the military and the taxpayers. I also went to business school while I was in the Marines. I grew up quick. And that carried over to my civilian life.

What was it like to cook for so many people?

You mean cooking for 6,000 people a day? It was work. But I loved it. One thing everyone loved the heck out of was my citrus lemon chicken. Lemon, honey, vinegar, water, salt and pepper, pineapple to tenderize the meat, some bay leaves, some aromatics like cilantro and let it marinate and let it get good. Put it in the oven with a honey glaze. Tender, juicy. Everyone loved that chicken.

Continued on page 10
Was that a family recipe?
Yes, in a way. I was raised around those flavors. We had a chicken coop in Columbia. We had chicken maybe four or five times a week. At five years old I was learning to cook.

FROM SERGEANT TO CELEBRITY
Tell us about your time on Chopped and Chef Race: U.K. vs. U.S.
I wanted be on the Food Network to reach people. When I was on Chopped, that was my first taste of being recognized. People in my neighborhood would tell me they were so happy for me, for me to honor a place like Somerville, N.J.

With the other show I read the outline and went to the audition in New York. Made a dish and they loved it. Won the first audition. Driving home I got the call back. A week later I got the letter that I was on the show. It was great to meet so many great chefs, from the U.S. and the U.K., and be able to cook with them. I was out of the competition in the fifth week, but I did a good job. Just to show people where I came from and share my vision.

What is the secret to your success, in your opinion?
Hard work. Never giving up. Never looking back at your failures. Look forward. I always felt like I was put on this earth to influence people and have a voice. To give a voice to people who don’t have one. Or are afraid to have one and give them the courage to evolve and have a voice of their own. And I feel like I am doing that now, in my life. By helping Latinos and everybody who is having some kind of struggle. People who feel like they are being looked at differently.

A COMMITMENT TO GIVING BACK
Like the youths you help by volunteering for HIPSA?
Exactly. HIPSA is about going into the school and talking to middle school kids. These are kids who’ve been in foster care or who have had a bad time in school and feel like they don’t have a chance. So I tell them my story, of coming here, being able to make a difference for them and inspire them not to quit. To move forward, keep fighting in life. You could do this, I tell them. It just takes work and willpower.

Tell us about your work with Chefs Move to Schools and Cooking Matters.
Cooking Matters is where you have classes in the schools to teach them about nutrition. Kids, teenagers, or adults. Start out with basic skills, cutting, and you move up to proteins and grains.

With the Chefs Move to Schools program, you actually adopt a school. I am adopting a school in Harlem. I would do demos or a lecture. Basically, you try to change the culture of how cafeteria cooks are cooking. You don’t necessarily take over the kitchen, you just go in and help them cook from scratch. More than heat and serve. We use our chef skills and show them how they can meet all the government standards and still have the time to cook from scratch. To give the kids healthier food and be under cost. And you also expose the kids to new foods. One raisin, one pine nut, is an experiment for some of the kids. But it’s a start.

If you could cook a meal for anyone in the world who would it be and why?
Jose Andres, a chef in Spain. He pretty much brought the concept of small dining to America. He is just an amazing chef. Does crazy things with food. I would just love to talk with him, listen to his story. Learn what he did or experienced as a child that molded him into the person he is today.

What would you cook?
Something very simple. A real Cuban sandwich, not the kind that has been butchered with mayo and mustard but the kind of Cuban sandwich I grew up with. I would use crusty French bread, a little butter, nice fresh prosciutto ham, a little bit of roasted pork shoulder, some beautiful homemade pickles, and some wonderful aged Swiss cheese. Put a little garlic and olive oil on top before you serve it. Roast it. And I would serve that to him. With a nice beer.

If you could cast someone in the movie of your life, who would that be?
John Leguizamo. He was in Carlito’s Way, with Al Pacino. And Moulin Rouge. Romeo and Juliet. He would capture who I am because he is character diverse. I don’t hang with any particular group. Plus he has hair and I don’t. Ha!

What are your long-term goals?
To go and cook at many different restaurants. I would like to go to Thailand. I think that would be amazing. The combinations of ingredients. They eat up the land. I would like to see how they grow their food, how they cook it. From a to z. Would love to go to Spain. Traveling would really enhance my flavors.

Sum up for us your approach to your career.
It’s about life. Money is secondary. If it comes, that is great. But if I can inspire one person out of a hundred I am very happy.
Problem of the Month

Since we have a new column beginning this month titled Leadership Connection (see page 18), we asked some proven leaders to give a brief response to the following question:

Q What is the most important trait or skill of an effective leader?

Their insightful answers follow.

Enid Borden
Founder, President & CEO, National Foundation to End Senior Hunger, Alexandria, VA
I believe the most important trait of a leader is probably not a skill at all. I don’t know if it can even be learned, and, in fact, I suspect it can’t. I think that trait is empathy. The definition of empathy is the ability to understand and share the feelings of another. I think that when an employee believes that you as the leader understand just what they are going through, they are much more likely to “follow” you. We all want someone else to truly listen to us, to understand us, and to react to us in a way that says: “I get it and I know what you are going through.” Leaders have that ability—and true leaders are able to do it in an honest and heartfelt manner. There are many skills that a good leader must possess. Many of these skills can be learned. Empathy comes from a person’s core. This, to me, is what the best leaders I have ever known possess, and why I have followed some of them from job to job.

Bob Sala
Founder and Director at Large, Distribution Market Advantage, Schaumburg, IL
I could spend a lot of time thinking about leadership but I’m not sure I could say it better than General Colin Powell, who once said, “Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand.”

Jeff Patton
Vice President Procurement & eCommerce, Brookdale Senior Living, Chicago, IL
There are lots of books on this topic, seminars that talk about strength, character, and wisdom, but one quote by Confucius that always resonated with me was about heart... “Our greatest glory is not in never falling, but in rising every time we fall.”

January CE Monthly Special

Leadership and Coaching Strategies

Master Track Book PDF Download

Are you a manager or a leader? Find out, and learn how to identify and capitalize on your own personal leadership style in this title. Discover how to establish standards of excellence and accountability, overcome barriers to successful leadership, and foster a culture of lifetime innovation and success. Book #LE1

Discounted Price: $22
Special members-only pricing is good through January 31, 2013.
Order at: www.ANFPonline.org/market
Active Managerial Control
A HACCP Approach
Are you in control of your foodservice facility? Do you focus your everyday work on how to control risk factors that cause foodborne illness? Do you have Active Managerial Control over your facility?

The Food and Drug Administration (FDA) defines active managerial control (AMC) as the “purposeful incorporation of specific actions or procedures by industry management into the operation of their business to attain control over foodborne illness risk factors. It embodies a preventative, rather than reactive, approach to food safety through a continuous system of monitoring and verification.” It sounds like a lot of work—and it is! It takes dedication, effort, and energy to achieve AMC.

Active managerial control will improve your business. How? Skills of your employees will enhance.

• Trained employees will be more efficient, aware, and focused on food.
• A focus on food safety will create a more consistent food product.
• Quality of your food will increase.
• Food costs will be reduced.
• Product loss will be reduced.
• The reputation of your business will increase.
• No negative press due to food quality and food safety issues.
• Revenue will increase.

Most important, active managerial control saves lives.

AMC, as mentioned, is meant to control foodborne illness risk factors. The Centers for Disease Control and Prevention (CDC) has identified five risk factors. These five categories of risk are known to cause 80 percent of the foodborne illnesses in the US.

FIVE CDC RISK FACTORS

• Food From Unsafe Sources
• Poor Personal Hygiene
• Inadequate Cooking
• Improper Holding/Time and Temperature
• Contaminated Equipment/Protection from Contamination

Active managerial control will control these risks. But managers and staff must take actions every day that will prevent a foodborne illness. A food facility is only as good as its managers! Without good management a facility will fail or, worse yet, make someone sick. When a health inspector walks into your facility you should not cringe. If you have AMC over your facility you should be confident you will pass an inspection. AMC is proactive, not reactive. It is also being prepared instead of surprised when it comes to inspections or audits. It is you, the foodservice manager, identifying or catching a problem and correcting it without having to be told by an inspector to fix it.

To assure the safety of food, you must create a food safety management system that will include various prerequisite programs that encompass a variety of standard operating procedures (SOPs). SOPs are acceptable practices and procedures. The FDA has identified several elements of an effective food safety management program. They include:

• Having a certified food protection manager
• Developing and implementing SOPs
• Recipe cards that contain specific steps for preparing food items and include critical limits, such as final cooking temperature, that should be monitored and verified
• Purchase specifications
• Equipment and facility design and maintenance
• Monitoring procedures
• Recordkeeping
• Employee health policies for restriction or exclusion of ill employees
• Manager and employee training
• Ongoing quality control and assurance standards
• Specific goal-oriented plans that outline procedures for controlling foodborne illness risk factors

This system is based on the seven principles of HACCP (Hazard Analysis Critical Control Points). It is meant to assure that the food you sell or serve is safe to consume. It is the framework that allows an operator to successfully control the incidence of foodborne illness. A HACCP plan is unique to your foodservice facility and will follow the flow of food in your establishment from purchasing to consumer. HACCP will assure you and your employees understand the food they are serving by having knowledge of the hazards associated with food (biologi-

Continued on page 14
food safety practices and procedures that are written down. They will have step-by-step policies and procedures specific to your foodservice facility. SOPs may include, but are certainly not limited to:

a. Training of staff
b. Employee health standards
c. Allergen management
d. Chemical and pest control
e. Time and temperature parameters for each food item
f. Supplier standards and control
g. Product specifications
h. Food defense
i. Food recall procedures

2. With your SOPs in place, develop a HACCP plan for your food facilities. As a manager if you have never taken a HACCP class, I urge you to do so. HACCP will focus on creating a written food safety program that will control hazards in your facility and thus eliminate or reduce foodborne illness risk.

HACCP is a great food safety management program. This article is not meant to be a HACCP article, it is meant to reinforce why managers must not only set the standard, but understand when and how to use them, enforce them, and set an example for all employees. No HACCP plan, SOP, or prerequisite program will work without a dedicated management staff. There are no doubt challenges to obtaining active managerial control; however, no challenge should be an excuse for poor implementation in the day-to-day operation of your food facility. Managers must be involved in these daily activities. Managers must identify and document areas of improvement needed and take action to assure these improvements are implemented.

If you are not using AMC practices now, how do you get started?

1. Have SOPs. Use them and follow them. SOPs are good

Managers must identify and document areas of improvement needed and take action to assure these improvements are implemented.

3. Perform daily self-inspections. Use charts and logs to monitor and record your inspection and findings. Both the good and bad should be documented.
4. Take the internal temperature of food. Follow your SOP standards and log all results as required by your SOPs.
5. Monitor hot and cold holding temperatures and record them on logs.
6. Have cooling procedures in place for any food product that will need to be cooled. Test your cooling procedures to make sure they actually work.
7. Establish corrective actions if SOPs are not met. What will you do if the food is not cooked fully? What will you do if proper cooling did not occur? Corrective actions should not only be an immediate correction to a problem. They should be evaluated to determine if a correction to and SOP is needed. Review procedures and train staff accordingly.

8. Schedule basic cleaning, deep cleaning, and maintenance of the facility. Always follow your schedule. If you ‘skip’ something, it will just build a problem that you may not be able to control easily without a lot of time and energy. It is much easier to clean something that is a little dirty than to skip your routine cleanings and now have to clean something that is extremely dirty.

9. Focus on good hygiene practices, proper handwashing, and proper use of gloves. You must stand back and observe. You will not see these things while you are rushing around or doing some other job. Managers must take the time to stand back and simply watch their food facility at work. People perform better if they know someone is watching.

10. Discuss with employees the importance of reporting illness and symptoms that are reportable to management.

11. Train employees to take personal responsibility for the high standards set by management. Create a food safety culture that employees can take pride in.

12. Most important, lead by example. A manager or owner, when in the food facility, should follow all of the food safety practices that are expected of their employees. If a hairnet is to be worn, then management should wear a hairnet. Managers are not above having to follow good hygiene practices, nor are they exempt from following any SOP or Food Code rule.

Continued on page 16
Both operators and regulators have a common goal to produce safe, quality food for customers. When an inspection of a food facility is complete, management is left with a list (hopefully not too long) of items to correct. Most regulatory agencies today are performing risk-based inspection. Inspections are focusing less on floors, walls and ceilings, and more on items that could lead to a foodborne illness (risk factors). Most operators make the corrections with the aim of passing their re-inspection. Where many operators fall short is they do not implement proactive systems of control to prevent those violations from reoccurring. Managers must take what they have learned from an inspection and create policies and procedures to ensure those items remain in control without the presence of an inspector. If these policies and procedure are already in place, then managers should investigate why the violation occurred or why the SOPs were not followed, determine if the written SOPs need updating, and make long-term corrective actions to ensure the same violations don’t occur again. With a good AMC program in place, the regulator will serve as more of an auditor of the food safety management system.

Active managerial control requires not only developing a Food Safety Management System, but continued monitoring and verification that the system is working. It is industry’s responsibility to develop and implement these programs to prevent, eliminate, or reduce foodborne illness. It takes a good management system and active managerial control to make it all happen. Knowing your facility is providing not only good tasting food, but safe food should energize you. Having AMC will improve your business in many ways. It will ultimately ensure you are serving not only quality food, but safe food.

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). Contact her at mvaccaro86@gmail.com

**Active Managerial Control—Self Assessment**

*Adapted from Boulder County Public Health, Environmental Health Division: Active Managerial Control Self-Assessment*

Answer the following questions. Unless otherwise noted, a “Yes” equals 10 points. A maximum of 10 points is possible for each question, for a total of 100 points. What is your grade?

<table>
<thead>
<tr>
<th></th>
<th>Y</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Are managers certified food safety managers? (e.g. ServSafe, NEHA certificate, NRFSP certificate)</td>
<td>10 pts</td>
<td></td>
</tr>
<tr>
<td>2. Do all employees who handle food receive formal food safety training? (e.g. STAR class, food safety video, computer classes)</td>
<td>10 pts</td>
<td></td>
</tr>
<tr>
<td>3. Does the facility conduct and document daily food safety inspections?</td>
<td>10 pts</td>
<td></td>
</tr>
<tr>
<td>4. Does the facility have private/corporate self-inspections?</td>
<td>10 pts</td>
<td></td>
</tr>
<tr>
<td>5. Does the facility document handwashing or glove use?</td>
<td>10 pts</td>
<td></td>
</tr>
<tr>
<td>6. Does the facility document sanitizer concentration and usage?</td>
<td>10 pts</td>
<td></td>
</tr>
<tr>
<td>7. Does the facility have a written employee illness policy?</td>
<td>5 pts</td>
<td></td>
</tr>
<tr>
<td>8. Are employees given paid sick leave?</td>
<td>5 pts</td>
<td></td>
</tr>
<tr>
<td>9. What types of thermometers are available in the facility? (5 points maximum)</td>
<td>5 pts</td>
<td></td>
</tr>
<tr>
<td>10. Does the facility have a thin probe thermometer available?</td>
<td>5 pts</td>
<td></td>
</tr>
<tr>
<td>11. Does the facility frequently document food temperatures?</td>
<td>5 pts</td>
<td></td>
</tr>
<tr>
<td>12. Does the facility document thermometer calibration?</td>
<td>5 pts</td>
<td></td>
</tr>
<tr>
<td>13. Does the facility have preventative maintenance contracts for</td>
<td>10 pts</td>
<td></td>
</tr>
</tbody>
</table>

**YOUR TOTAL SCORE = ________________**
Reading Active Managerial Control: A HACCP Approach in this magazine and successfully completing these review questions has been approved for 1 hour of sanitation continuing education credit for CDM, CFPPs. The article and questions are also online at www.ANFPonline.org/CE/food_protection.shtml.

For ANFP Use Only
Account #36820.20 No. 375

Please Mark Your Answer

1. Active managerial control is
   - O A. Managers dictating the rules to employees
   - O B. Proactive rather than reactive
   - O C. Reactive rather that proactive

2. SOPs are
   - O A. Standard Operating Procedures
   - O B. Standard Organic Procedures
   - O C. Sanitized Operating Procedures

3. SOPs are
   - O A. Acceptable practices and procedures
   - O B. A list of daily duties for employees
   - O C. One of the seven principles of HACCP

4. The seven principles of HACCP include
   - O A. Hazard Analysis, Monitoring, and Standard Operating Procedures
   - O B. Hazard Analysis, Critical Control Points, and Record Keeping
   - O C. Hazard Analysis, Corrective Measures, and Monitoring

5. AMC is meant to control
   - O A. Employees being late for work
   - O B. The sterilization of food within the facility
   - O C. The five CDC risk factors

6. Active managerial control would not include
   - O A. Using daily log sheets to record cooking temperatures
   - O B. Establishing corrective actions
   - O C. Having payroll go out on time

7. Active managerial control ultimately assures you are
   - O A. Serving safe food
   - O B. Serving quality food
   - O C. Both A and B

Must Complete:
Please describe what you learned from this article:

What changes will you make at your facility after reading this article?

Contact Information
ANFP Member No. ____________________________________
Name _______________________________________________
Address _____________________________________________
City ___________________ State _____  Zip _____________
Daytime Phone  ______________________________________
E-mail Address _______________________________________

Payment Information For credit card payment, complete the following: O Visa   O MasterCard   O Discover
Name on Card _________________________________________
Expiration Date _______________________________________
Billing Address _______________________________________
Card # ______________________________________________
Signature ___________________________________________

Mail this form with check or money order for $12 to cover processing to: ANFP Professional Development Services Department, 406 Surrey Woods Drive, St. Charles, IL 60174. If paying by credit card, you may fax this form to ANFP at: (630) 587-6308.

To complete these questions and earn one CE credit online, please visit www.ANFPonline.org/CE/food_protection.shtml

You will be notified only if you did not receive CE credit.
Introducing Leadership Connection!
This continuing education article joins Food Protection Connection and Nutrition Connection to provide CDM, CFPPs with convenient CE opportunities. Leadership Connection will discuss a variety of leadership-focused topics, and will run several times each year.

Leadership
With A Purpose
There are likely far more astute experts than I on the topic of leadership. The problem is that most so-called “gurus” present the topic in such a nebulous way that it’s of little practical use to today’s busy managers.

As I see it, leadership—in order to be effective—must be tied to a larger purpose. It must answer the big why questions—Why does the foodservice department exist? (beyond the blinding obvious), Why is the delivery of quality nutrition service important to the continuum of quality health care? Why should the work of the foodservice department really matter on a daily basis?

By way of example, ANFP’s leadership role among nutrition and foodservice professionals is articulated in the following statement about why it exists:

*Association of Nutrition & Foodservice Professionals* (ANFP) is a national not-for-profit association established in 1960 that today has over 14,000 professionals dedicated to the mission of providing optimum nutritional care through foodservice management.

Embodied in this statement is an articulation of the central tenet of the foodservice profession—namely, the mission of providing optimum nutritional care to patients, clients, and residents. As well, this ideally should serve as the foundational element of leadership in the foodservice profession as opposed to the day-to-day minutia of hiring, performance management, corrective action and timecards, among myriad other activities.

Following are five keys for boosting your efforts as a leader by bringing a compelling purpose to the table:

### 1. MISSION STATEMENT ALIGNMENT

Essential to your success as a foodservice leader is your ability to inspire your team around a common mission or purpose. A great launching point with respect to this is to start by breaking down the larger mission statement of your organization into bite-sized pieces so that staff members understand how it’s aligned with the day-to-day activities of your department. Further, as part of the performance coaching process, it’s often useful to discuss with each individual employee how their own personal purpose or “why” is in alignment with that of the organization. In fact, a valuable exercise to engage in is to ask each individual staff member at review time to discuss how their daily activities as a team member help fulfill key elements of the mission statement. This allows the stated purpose to come alive in a way that benefits the long-term objectives of each team member as well as the department.

### 2. BE A LIVING EXAMPLE

While a member of the senior administrative team of a Chicago-area medical center, I had the good fortune of observing the stellar leadership of a foodservice manager who demonstrated the virtue of setting good examples for his team. He was notorious for establishing high expectations to boost the productivity of the department, holding each team member mutually accountable for results. His willingness to set the bar high and encourage his team to stretch for greatness as a part of a larger purpose for the department was inspiring. Most importantly, he garnered the full respect of staff through his willingness to perform any and all job functions that he requested of his people.

In its purest essence, being a living example involves walking the talk with those that you lead in terms of fulfilling the larger purpose of your foodservice operation. It reflects a commitment to showing others the way to successfully achieving outcomes versus just telling them. What results is a collaborative movement that fulfills a higher purpose around foodservice excellence.

### 3 FORESIGHT

Another defining characteristic of a purposeful leader is their ability to anticipate or plan for the future. This is especially critical during this time of great upheaval in the healthcare field with tightening profit margins as well as regulatory requirements ensuing from federal health reform efforts.

A successful leader demonstrates the ability to strategically adapt to changing times by assessing the full landscape directly.
in front of them. He or she embraces the paradoxical nature of change with optimism by remaining focused on the end result. They view the quest to excellence as a journey and acknowledge that mistakes made along the way are a source of valuable feedback and ideas for change.

Back in the late ‘80s, I was actively involved in hiring a highly credentialed foodservice manager for a small rural hospital in Central Indiana. She was one of those rare individuals that truly embodied the whole concept of foresight and vision. Upon taking on the reins of this position, she immediately began to solicit feedback from staff, patients, and community visitors regarding how the foodservice operation could be improved. This was no easy task as this hospital culture was infused with a “small town, don’t rock the status quo” mentality. Undeterred, she began to make transformative changes that would impact the overall success of the foodservice department event.

Through her leadership efforts, a comprehensive plan was formed to expand the space and the capacity for visitors via cafeteria upgrades. A major element of this transformation was the hiring of a five-star chef who would be charged with making significant changes to the overall food quality and how it was presented. In the end, these and other changes had a dramatic impact on inpatient satisfaction rates and reputation of the hospital in the community.

As you ponder the future direction of your foodservice efforts, what sorts of thoughts and feelings come to mind? Are you able to effectively articulate these to your team while garnering input from them? And do you have a plan for executing this to achieve meaningful outcomes?

In his bestselling book Flash Foresight: How to See the Invisible and Do the Impossible, author Dan Burris suggests we all can develop foresight—what he describes as a burst of insight about new and radically different ways of doing something that opens up hidden opportunities for solving seemingly impossible problems. Burris notes that percolating new ideas and innovative thinking comes as a result of knowing how and where to look, and investing the time to actually look.

So what steps are you taking to identify best-case practices that are indicative of the future of foodservice management? Many of these ideas can ensue not only from conversations with those in your profession, but from sources outside of your industry. In addition magazines like Fast Company and Wired can serve as go-to sources in terms of staying on the cutting edge of new, innovative trends.

4. EFFICIENCY VERSUS EFFECTIVENESS

Another key pillar of purposeful leadership revolves around the concept of efficiency and effectiveness. The great management guru Peter Drucker best described what distinguishes one from the other. Efficiency—according to Drucker—involves doing things right, activity that is generally void of purposeful thought. We often call this “going through the motions.”
On the other hand, effectiveness—as he describes it—involves doing the right things. This seems to reflect a more thoughtful, purposeful approach to our daily activities where priorities are placed on those activities that are likely to yield the greatest return on investment and productivity.

Successful foodservice leaders are adept at recognizing the significance of these two concepts in terms of effective decision-making and prioritization. By way of example, a great deal of thought can often occur around the metrics of menu planning and dieting. From an efficiency standpoint, when you strive for activity and numbers, you can lose your sense of purpose.

On the other hand, effectiveness reflects a set of deeply grounded internal reference points that guide the leader towards wise action in the present as well as in the future. Effective leaders evoke action that is organic, holistic, transformative, and impactful. And they achieve this naturally for themselves, the department, and the people they serve.

As a foodservice leader it’s important to stay connected to “right actions” that reflect a greater purpose for your foodservice operation. This means acting with the intention of doing the right things, focusing on what truly matters to those whose efforts we serve.

5. DELIVERING VALUE

In the words of the great business philosopher Jim Rohn, “we get paid to bring value to the marketplace.” In the foodservice field it’s vitally important to create structures that ensure that value is consistently being delivered to those you serve. At the root of such efforts is your connection as a leader to a greater purpose. By supporting your staff in delivering value through purpose, you truly inspire collaborative effort.

Successful food and nutrition leaders understand that the purpose of any foodservice is to create value for guests, staff and the community, and that the interests of these three groups are inextricably linked. Therefore, sustainable value cannot be created unless there is consistency in leadership purpose. The primary focus should be on creating value for guests and patients, but this cannot be achieved unless the right employees are selected, trained and incentivized, and unless the foodservice department is solidly grounded in a cohesive set of policies, procedures, and practices.

So what do we mean by value creation? For the end recipient, it entails food and nutrition services that contribute to their overall health and wellness. In today’s fast-paced healthcare environments, such value creation is based on delivering outcomes based on unique customer needs with ever-increasing quality and precision.

Creating value for facilities means delivering consistently high returns on their capital. This generally involves attention to the bottom line aspects of foodservice management, in support of strong revenue growth and expense management. Again, all of this can be achieved only if the foodservice department adheres to a mission of sustained value for customers.

BRINGING PURPOSE TO YOUR LEADERSHIP ACTIVITIES

Purposeful leadership recognizes the importance of having a compelling why to drive the activities of your foodservice operation. It also reflects the importance of a leader in creating a collaborative work environment that’s mission driven and purposeful in terms of its outcomes.

Leading with purpose is a fine art that, when nurtured over time, produces extraordinary results. As discussed above, first and foremost it involves an alignment with a common mission that has been codified by your organization.

Once this mission is in place it requires that we as leaders provide a living example of the practices and behaviors we’re seeking to reinforce.

Foresight then becomes the fuel for building passion and commitment to future success.

And effectiveness then ensues as the core of right decisions about those activities that really matter.

Finally, desired outcomes are achieved when the focus is on the delivery of value and excellence with all activities. All of this in the end captures the essence of purposeful leadership.

Michael Scott is a former healthcare human resource executive and a frequent speaker and writer for ANFP. He lives in Denver and now works for an accounting firm specializing in physician and dental group practices. He can be reached at (303) 578-0791.
Reading *Leadership With A Purpose* in this magazine and successfully completing these review questions has been approved for 1 hour of continuing education credit for CDM, CFPPs. The article and questions are also online at [www.ANFPonline.org/CE/leadershipconnection.shtml](http://www.ANFPonline.org/CE/leadershipconnection.shtml).

**Please Mark Your Answer**

1. Effective leadership is largely predicated on:
   - A. An autocratic style with little staff involvement
   - B. A clearly defined connection to a larger purpose
   - C. A metric based operational approach

2. A key element of staff performance coaching involves:
   - A. Discussing with each individual staff member how their own personal purpose or “why” is in alignment with that of the department
   - B. Focusing exclusively on staff member shortcomings
   - C. Tracking feedback from their co-workers

3. One way in which a leader can serve as a living example of desired behaviors among their staff is by:
   - A. Demonstrating a willingness to perform any and all job functions that they would expect of their staff
   - B. Providing their staff with a desired list of expectations which they revisit with them no more than once a year
   - C. Both A and B

4. Foresight is a leadership competency that involves:
   - A. Assessing the past and using it as a catalyst for the present
   - B. Addressing a compelling workplace issue by working backwards
   - C. Anticipating and planning for the future

5. The distinction between leadership efficiency and leadership effectiveness could be best described as:
   - A. Efficiency is involved with doing things right, while effectiveness targets doing the right things
   - B. The difference between “macro” and “micro” level thinking
   - C. There is no distinction

6. Value creation is a critical element of purposeful leadership because:
   - A. It fosters an environment where food and nutrition services can truly contribute to their overall health and wellness for recipients
   - B. It provides leaders with a mechanism for tapping into the commitment, energy, and imagination of their employees
   - C. Both A and B

7. Purposeful leadership addressed what particular types of questions operationally:
   - A. Questions of “Why”
   - B. Questions of “How”
   - C. Questions of “What”

**Must Complete:**

Please describe what you learned from this article:

What changes will you make at your facility after reading this article?

---

**Contact Information**

ANFP Member No. ____________________________

Name _______________________________________

Address _____________________________________

City __________________ State _____ Zip ____________

Daytime Phone _______________________________

E-mail Address ______________________________

**Payment Information** For credit card payment, complete the following:

- Visa
- MasterCard
- Discover

Name on Card ____________________________

Card # _________________________________

Expiration Date ________________

Signature ___________________________

Billing Address ____________________________

---

Mail this form with check or money order for $12 to cover processing to: ANFP Professional Development Services Department, 406 Surrey Woods Drive, St. Charles, IL 60174. If paying by credit card, you may fax this form to ANFP at: (630) 587-6308.

To complete these questions and earn one CE credit online, please visit [www.ANFPonline.org/CE/leadershipconnection.shtml](http://www.ANFPonline.org/CE/leadershipconnection.shtml)

You will be notified only if you did not receive CE credit.
Healthy Eating

Whole Grains 101

by | Linda S. Eck Mills, MBA, RD, LDN, FADA

Linda S. Eck Mills, MBA, RD, LDN, FADA is a professional speaker, a career and life coach and co-author of the book Flavorful Fortified Food – Recipes to Enrich Life. Mills directs the ANFP Program at Lehigh Carbon Community College (Schnecksville, PA), and works in correctional foodservice. Contact her at Linda@dycomserv.com or www.dycomserv.com
The 2010 *Dietary Guidelines for Americans* encourages us to consume at least half of all grains as whole grains, and to increase whole-grain intake by replacing refined grains with whole varieties. The National School Lunch Guidelines are requiring more whole grains. So, just what are whole grains? How are they different from refined grains? What are the health benefits? How can you get more whole grains in your diet?

A WHOLE GRAIN IS THE ENTIRE EDIBLE PART of a grain seed. A whole grain contains the endosperm, bran, and germ. The endosperm is the inner part of the grain which has most of the proteins and carbohydrates. It contains only small amounts of vitamins and minerals. The bran makes up the outer layers of the grain. This is where dietary fiber, B vitamins, antioxidants, and trace minerals are found. The germ is small but contains B vitamins, vitamin E, antioxidants, trace minerals, and essential fats. The bran and germ supply most of the fiber. Whole grains have more fiber than refined forms, but some grains have more fiber than others. Consumption of whole grains has been associated with lower risk of cardiovascular disease, stroke, hypertension, insulin sensitivity, type 2 diabetes, metabolic syndrome, obesity, and some types of cancer.

A refined grain has everything removed except the endosperm. This results in a loss of fiber and vitamins and minerals. Refined grains are enriched to add back some nutrients, but the fiber isn’t restored. When you choose enriched, refined grain products, choose those with less solid fat and added sugars.

Since at least half of a person’s total grain intake should come from whole grains, this is three to five servings for adults and two to three servings for children each day. It is hard to assess whole grain intake because of the variety of types of whole grains, classification of whole grains, perception of whole grains, and food composition. A whole grain can come from wheat, corn, barley, oats, and rice. The FDA defines whole grain foods as containing 51 percent or more whole grain ingredients. By law, bread labeled “whole wheat” must contain 100 percent whole-wheat flour. This is quite different from “wheat bread” that contains a combination of whole wheat and white flour. The brown color may be coming from caramel coloring instead of wheat.

Remember that the first ingredient on a label is the item found in the largest quantity in that food. “Whole” or Whole Grain should be used in the ingredient or product name (e.g. whole brown rice, whole rolled oats) in the first few ingredients on a label. The Whole Grains Council’s Whole Grain Stamp defines foods as whole grain if there is at least 8 grams whole grain/serving or 100 percent whole grain with at least 16 grams whole grain/serving. The 8 grams of whole grain is considered half a serving. The Whole Grain Stamp is found on many products that you might expect such as bread, crackers, cereal, cake, cookies, pasta, and flour. It can also be found on packaging for soup, stuffing, pie crusts, energy bars, popcorn, and veggie burgers. So just how much do you need to eat to get 16 grams of whole grain?

- 4 Triscuit® crackers
- 2/3 cup of Cheerios®
- 1/3 cup of Wheat Chex®
- 2/5 cup of cooked oatmeal
- one slice of whole grain bread
- 1/2 a whole-grain English muffin
- 1/3 cup cooked whole-wheat pasta
- 1/3 cup cooked brown rice, bulgur, barley, or other cooked grain

Consider widening the variety of whole grains by using amaranth, barley, buckwheat, bulgur, millet, oats, quinoa, rye, spelt, triticale. With some planning, consuming at least half of all grains as whole grains shouldn’t be as difficult as many believe it is. Bon appetit! 🍽️

**Sources**

1. Ancient Grains – What is Their Future, presented by Elizabeth Arndt, PhD and Bonnie Johnson, MS,RD at FNCE 2012
3. www.wholegrainscouncil.com
### Grain Glossary

<table>
<thead>
<tr>
<th>Grain</th>
<th>Description</th>
<th>Taste</th>
<th>Cooking Details</th>
<th>Nutritional Facts</th>
</tr>
</thead>
</table>
| Amaranth| Tiny kernels, usually pale yellow. Porridge-like when simmered, making it useful as a food thickener. Can bake or steam, as well. Available as cereal and flour. | Earthy and sweet. Compared to beets. | Many people add a strongly flavored liquid to this grain when cooking it—broth and tomato juice are good choices. Good when mixed with other grains and mixed with vegetables as a stir-fry. Can toast similar to popcorn and use as a breading. | 1/2 cup (c) amaranth flakes:  
- 67 calories  
- 3 grams (g) protein  
- 1 g fat  
- 14 g carbohydrate  
- 2 g fiber  
- 3 milligrams (mg) calcium  
- 0 mg iron |
| Barley  | Most of the barley in the US is used in beer production. Barley is chewier than rice. Barley flakes are served as a hot cereal. Grits are toasted and broken into small pieces. | Earthy flavor.                     | Generally simmered or used as an ingredient in casseroles or soups. Cooking time varies from a negligible amount of time for the preparation of grits to about 1-3/4 hours for hulled barley. Barley and fruit make a pleasing breakfast dish. Substitute barley for rice or pasta in almost any dish. | 1/2 c cooked barley:  
- 99 calories  
- 2 g protein  
- 0 g fat  
- 23 g carbohydrate  
- 3 g fiber  
- 9 mg calcium  
- 1 mg iron |
| Buckwheat| Kasha consists of buckwheat kernels that are roasted and hulled, and then cracked into granules. Buckwheat grits are finely ground groats. Buckwheat flour is available in most markets. | Strong, nutty flavor.               | Pairs well with beef, root vegetables, cabbage, winter squash, and eggplant. Buckwheat flour is commonly used in pancake preparation. Buckwheat is used as an alternative to rice as a side dish or ingredient. Buckwheat grits are served as a hot cereal. Kasha is good as a filling for meat, poultry, or vegetables. Kasha is also excellent for cold salads. Simmer or bake kasha, whole buckwheat, and buckwheat grits. Cooking buckwheat kernels with a beaten egg prevents the kernels from sticking together. | 1/2 c cooked buckwheat groats:  
- 77 calories  
- 3 g protein  
- 1 g fat  
- 17 g carbohydrate  
- 2 g fiber  
- 6 mg calcium  
- 1 mg iron |
| Bulgur  | Steamed, dried, and cracked-wheat berries.                                   | Earthy, nutty, and tender.         | Cooks like brown rice. Substitute for rice in all dishes. Use the finely ground variety to prepare a hot breakfast cereal. | 1/2 c cooked bulgur:  
- 56 calories  
- 2 g protein  
- 0 g fat  
- 12 g carbohydrate  
- 3 g fiber  
- 7 mg calcium  
- 1 mg iron |
| Millet  | Extremely small, pale yellow or reddish-orange grain. Usually purchased in pearl form. | Bland. Absorbs the flavor of any food that is cooked with it. Some people say millet tastes like corn. | Simmer like rice. To achieve a creamy consistency, stir frequently, adding extra liquid during cooking. Steam cracked millet to make couscous. Cook as a hot cereal and add fruit, yogurt, and spices. Use in a casserole with strong-flavored vegetables. Add millet to stew, chilli, and bean dishes. Add to any ground-beef mixtures without adding much flavor. Use millet in baked goods that would benefit from added texture. A good choice for grain when making flatbread. | 1/2 c cooked millet:  
- 101 calories  
- 3 g protein  
- 1 g fat  
- 21 g carbohydrate  
- 1 g fiber  
- 3 mg calcium  
- 1 mg iron |

Grain Glossary continued on next page...
Grain Glossary continued

<table>
<thead>
<tr>
<th>Grain</th>
<th>Description</th>
<th>Taste</th>
<th>Cooking Details</th>
<th>Nutritional Facts</th>
</tr>
</thead>
</table>
| Oats  | Oat bran is created from the outer layer of oat groats and is usually sold as a hot cereal. Oat groats are whole-oat kernels, which are cooked like rice. Rolled oats are heated and pressed flat. Steel-cut oats are groats that are vertically sliced and have a chewy texture when cooked. Oats are the main ingredient of granola and muesli. | Mild flavored. | Oat groats and steel-cut oats take a longer time than most grains to prepare. Old-fashioned oats take about 5 minutes to cook, while quick-cooking oats take only about 1 minute. All forms of oats are good eaten as breakfast cereal. Prepare groats into a pilaf and serve as a side dish. Add steel-cut oats to soups and stews. Use rolled oats as a filling for poultry and vegetables. Add toasted oats to salads, use as a breading for poultry, or add to baked goods. Use rolled oats in place of 20% of the wheat flour in yeast breads, and one part to every two parts of wheat flour in most other baked goods. | 1/2 c cooked quick oats:  
• 71 calories  
• 2 g protein  
• 1 g fat  
• 13 g carbohydrate  
• 2 g fiber  
• 13 mg calcium  
• 1 mg iron |
| Quinoa | Quinoa grains are flat, pointed ovals. Quinoa comes in a variety of colors (pale yellow, red, and black). When cooked, the external germ spirals out, creating a “tail.” | Delicate and light flavor. | Rinse prior to cooking. Brown in a skillet for 5 minutes prior to simmering or baking. Good when served as a pilaf, in a baked casserole, in vegetable soup, or as a cold salad. Especially good when combined with buckwheat. Add quinoa to puddings. | 1/2 c cooked quinoa:  
• 111 calories  
• 4 g protein  
• 2 g fat  
• 20 g carbohydrate  
• 5 g fiber  
• 16 mg calcium  
• 1 mg iron |
| Rye | A bluish-gray grain, similar in appearance to wheat, except for the color. Rye flakes are similar to rolled oats. Whole rye berries, groats, and kernels resemble wheat berries. Cracked rye is the quickest-cooking variety. | Robust flavor. | Simmer rye berries with milder-tasting grains, such as brown rice or wheat berries. Combine cracked rye with cracked wheat. Combine rye flakes with oatmeal. Rye berries are good when cooked in broth with chopped nuts and raisins. Use cooked rye berries as an ingredient in poultry stuffing. Cracked rye is good when cooked in fruit juice with dried fruit. Add rye flakes to ground-beef mixtures. | 1/2 c cooked cream of rye cereal:  
• 54 calories  
• 1 g protein  
• 0 g fat  
• 12 g carbohydrate  
• 2 g fiber  
• 6 mg calcium  
• 0 mg iron |
| Spelt | A type of wheat. | Mild flavored. | Excellent for making risottos and pilafs. Easily added to hearty soups, stews, and chili. Best with tomato-based dishes. | 1/2 c cooked spelt:  
• 123 calories  
• 6 g protein  
• 2 g fat  
• 25 g carbohydrate  
• 4 g fiber  
• 9 mg calcium  
• 1 mg iron |
| Triticale | Crossbred from wheat and rye. Cracked triticale, triticale berries, and triticale flakes are comparable to their wheat or rye counterparts. Most often used as flour in breads. | Rich, nutty flavor. | Brown with a little oil and then simmer. Substitute for either wheat berries or bulgur in any recipe. Use in cold salads, pilafs, stuffing, soups, or as a ground-beef stretcher. | 1 oz triticale:  
• 94 calories  
• 4 g protein  
• 1 g fat  
• 20 g carbohydrate  
• 0 g fiber  
• 5 mg calcium  
• 0 mg iron |
National Award Program Recognizes Creative K-12 School Food

Proving that healthy and great-tasting whole grains rule in the cafeteria, the non-profit Oldways and its Whole Grains Council (WGC) announce winners of the 6th annual Whole Grains Challenge.

The Grand Prize “Veteran” Winner and Grand Prize “Rookie” Winner will each receive a visit from a guest chef who will hold a workshop on making whole grain kid-friendly dishes. The Top Ten Schools will also receive a large selection of whole grain samples.

U.S. K-12 schools participating in the National School Lunch Program were invited to compete in one of two categories. “Veteran” schools were cafeteria trailblazers that had jumped into the whole grain game long before the new USDA rules came out. “Rookies” were schools new to whole grains that were ramping up quickly in the wake of the July 1, 2012 requirements.

Judges chose the following winners:

**Grand Prize “Veteran” Winner:**
St. Paul Public School, St. Paul, MN. Serving up “great trays for great days” is what they do. The school district has been offering whole grains for more than six years, and is on target to meet its goal of serving 100 percent whole grain-rich foods next year. St. Paul values students’ opinions, which they gather through a proven process of taste-testing potential new whole grain dishes. This process of slowly incorporating new foods, while honoring the diverse ethnic backgrounds of students, helps the district break through kids’ acceptance barriers.

**Grand Prize “Rookie” Winner:**
Baker School District, Baker City, OR. The Baker School District may be new to whole grains, but they use an age-old concept for getting kids on board—education. Using the WGC’s Grain of the Month as her guide, Jessica Wickert, Food Service Director, hung posters, engaged her students in trivia games and staged recipe competitions. By the time the students arrived in the cafeteria, they knew what whole grain would be on the menu and were excited to give it a try.

**Other Winners:**

**New York Department of Education, New York, NY**
NYC schools are Fueling up the Whole Grain way! They are currently feeding 800,000 students daily, including whole grains on 26 different menus. NYC makes sure all new products and menu items are reviewed in their test kitchen by a panel of chefs, then tested with students. Feedback is then given to the manufacturer to make final adjustments based on the chefs’ and students’ preferences.

**Shawnee Public Schools, Shawnee, OK**
The Shawnee schools are proudly serving whole grains to their students, just as they have for the last 18 years. Director Deborah Taylor told us about the highest compliment she’d been given. “The county extension provider for our county told me, ‘I always know when parents of kids from Shawnee Schools are in attendance at my workshops. The parents say that their kids want to buy whole grains... because they’re eating them at school.’”

**Chelsea Public Schools, Chelsea, VT**
Focusing on positivity, the Chelsea school has learned that the key to gaining acceptance from students is to have a positive outlook about the changes. Kitchen Manager Cathy Johnson explained that offering samples to students, teaching about good nutrition, and having positive role models is what it takes to make the introduction of whole grain menu items successful.

**New Milford Public Schools, New Milford, CT**
The slow introduction of whole grains has worked and can only be expanded upon to truly make New Milford a whole grain veteran. Sandra Sullivan, Food and Nutrition Services Director, says their first changes began with rolls, then from white rice to brown whole grain rice and on to tortillas, bagels, and muffins. The next step will be to experiment with other, less familiar whole grains, like quinoa.

Continued on page 28
Southwest Middle School, Orlando, FL
Motivated to add whole grains to breakfast and lunch, and wanting to make foods the kids would enjoy, Food & Nutrition Manager Luis Daniel Isaac started by creating fun side dishes using brown rice. By mixing the whole grain rice with a variety of ingredients and using the taste-test method, the kitchen staff were pleasantly surprised at how much the students enjoyed the rice bowls. Repeating the same approach, they also developed a variety of whole grain breakfast parfaits made with whole grain cereals, yogurt, and fresh fruit. Success!

Union Chapel Elementary, Kansas City, MO
Union Chapel Elementary has been transitioning to whole grain pizza crusts, breadsticks, and pastas. Erica Johnson, Food Services Assistant, reported the biggest barrier is palatability, “especially in pastas.” The current favorite of students is whole grain bagels stuffed with sunflower butter and jelly, for a nut-free version of PB&J.

Park School, Baltimore, MD
Park School cafeteria promoted the Whole Grain Challenge in their upper and lower schools on every menu, including faculty and administrators. The Director of Food Service at Park, Dawn Ramsey, coordinated a fabulous food demo on whole grains with samples; putting up whole grain posters, and inviting an intern from a local hospital to teach about the importance of whole grains. Posting reminders about the nutritional value of whole grains has been the key for their acceptance.

Grace Hartman Elementary, Rockwall, TX
As the Child Nutrition Manager at Grace Hartman Elementary in Rockwall, Vicki Dorgelo has been using whole grains for just a short time. Introducing one new product at a time, Dorgelo and her staff have made their way from whole grain rolls to pasta. They found the transition to whole grains has been surprisingly easy so far. Dorgelo shares her secret for perfectly cooked whole grain pasta: prepare it ahead, timing the cooking process carefully, chill the pasta until meal time, then garnish and “serve all dishes with a smile.”

Incorporate Whole Grains into your school menu...
Schools wanting help incorporating whole grains into their menus can download the WGC’s Whole Grain Foodservice Recipe Booklet by visiting: wholegrainscouncil.org/recipes/foodservice-recipes.
The Baby Boomer generation is starting to retire, which means more and more are looking at senior living communities. Even the youngest Boomers are shopping for senior housing—for their parents. This is a demographic shift we can’t afford to ignore when it’s time to plan the menu. Are you seeing more Boomers touring your community with an eye toward the best situation for their mom and dad?

They are likely scrutinizing more than just the nutritional value of your daily fare. They are interested in menu variety and quality. Boomers are a well-informed generation and very concerned about health and lifestyle issues. It’s time to add menu choices designed to satisfy their more sophisticated palates.

Continued on page 30
Show you care about setting higher standards for the dining experience by incorporating some of these healthful, trending foods into your menu:

- **Foods high in omega-3 fatty acids:** Wild salmon, tuna, sardines, walnuts, flax seeds, and chia seeds are important for good health because they supply essential fatty acids the body does not produce on its own.

- **Healthy plant oils:** Extra-virgin olive oil, avocados, and almond butter are healthy—but don’t overdo any oils because they are high in calories.

- **Dark green leafy vegetables:** Kale, Swiss chard, and collard greens are full of vitamins and excellent in a salad, steamed or sautéed.

- **Garlic:** Roasted, sautéed or minced, garlic is as versatile to cook with as it is nutritious.

- **Beans and other legumes:** All types of beans, peas, lentils, and soy nuts are excellent, healthy choices and are enjoying a surge in popularity.

- **Antioxidants:** Blueberries, papaya, cherries, acai, pomegranates, and other deeply-colored fruits are loaded with health and anti-aging benefits.

- **Potassium-rich foods:** Tomatoes, beans, bananas, potatoes, prunes, raisins, and more, oh my!

- **Magnesium-rich foods:** Barley, cornmeal, and other whole grains plus green leafy vegetables, nuts and, yes, beans.

- **Greek yogurt:** An excellent high-protein, high-calcium snack, especially with fruit.

As you implement new, healthful foods into your menu, communicate with your residents and their families. Shine a spotlight on your new menu items and their health benefits on your website and in the community newsletter. Create table tents promoting various dishes or ingredients. Most importantly, teach all servers about the foods you are offering, so they can answer questions knowledgeably and confidently. We often assume people are familiar with even the most basic food choices we offer, but that’s not always the case. At a senior living community I work with, one of the nurse aides reviewed the menu and asked, “What is fillet of so-lay?” It is, of course, fillet of sole, a popular whitefish. Quick staff briefings of the menu before mealtimes or even a quick review of the menu at the morning stand-up meeting can prevent this type of misunderstanding, and help employees speak of the food in tasty, positive, and confident terms.

As you may have experienced, there is nothing more frustrating or unsettling to a diner than having a server appear clueless about what they are serving. As the face of your organization at mealtime, staff serving meals makes a powerful first impression about the quality of food, service, and care.

Cindy Heilman, MS, DTR is CEO of Higher Standards, LLC in Portland, Ore. Learn more about satisfying Boomers in your community in Hospitality for Boomers: How to attract residents, retain staff, and maximize profitability. Visit www.higherstandards.org
Caterers Predict Event Trends for 2013

Popcorn, ancient grains, food carts, and more: caterers have predicted an array of new trends in the January 2013 issue of *Catersource* magazine.

Here are some of the trends featured, based on in-depth interviews with top caterers and vendors:

**Popcorn bars:** Elaborately spiced and flavored popcorn has been showing up at events in 2012, and caterers are predicting they’ll see even more in 2013.

**Tacos, dumplings, and fillings galore:** Ethnic isn’t exotic anymore; it’s just a state of being at events. Caterers are drawing global connections with street-food style innovation, melding Jamaican, Lebanese, and Indian into one menu. Call them gyoza, pierogi, empanadas, knodel or momo; fillings wrapped in dough signify the best of the world in a doughy package.

**Bizarre and botanical:** Events promoting culinary explorations mean big business for caterers. Goat may not be the protein of choice at a wedding, but events devoted to menu items you might see on *Bizarre Foods* on the Travel Channel can make a big splash with guests and are fun for chefs.

**Fifty shades of grey decor:** In addition to Emerald, the Pantone color of the year, grey is making a comeback for events, with sleek modern materials like metal and acrylic slowly moving in on burlap and vintage decor.

**Emulating Top Chef for teambuilding:** There’s big business in using a commissary kitchen for corporate development events. Modeled after shows like *Chopped* and *Iron Chef*, caterers are preparing challenges of menu preparation and buffet presentation—all to boost the collaborative and communications abilities of white-collar professionals.

**Wedding desserts are more diverse and personalized:** Just when we thought we’d seen it all, soft serve stations, ice-your-own-cupcake bars, and more options for creative flavor combinations are predicted for weddings in 2013.

To learn more about the predicted trends of 2013, check out the January issue of Catersource magazine: www.catersource.com.
Exceptional Culinary Skills

A Must for Luxury Retirement Centers

by Lynne Eddy, MS, RD, FADA, LDN, CHE
**Baby Boomers** are defined as the babies who were born post World War II, between 1946 and 1964. It’s estimated there are 76 million baby boomers that are turning 65 years old at a rate of 10,000 every day for the next decade. As the US population ages, where are these healthy seniors living?

This generation is distinguished as being the wealthiest, most active and physically fit generation of the time³. As they retire and consider alternate housing to owning their large homes, many are choosing to live in luxury senior retirement centers. These are not your grandmother’s nursing home!

These baby boomers have traveled the world, amassed considerable wealth, and are healthy and fit, ready to experience the next phase of their life. These active seniors have often grown up with global culinary experiences and outstanding hospitality service internationally. Food Network and other television cooking shows have increased their dining expectations. To meet their growing demands, both an exceptional culinary expertise and front-of-the-house dining service are musts.

Classically-trained chefs experience culinary fundamentals through global cuisines. These skills lay a foundation for continual growth. Culinary colleges such as The Culinary Institute of America (CIA) are world famous for delivering those extraordinary levels of learning to students. The CIA offers a two-year associate’s and a four-year bachelor’s degree majoring in either Baking and Pastry or Culinary Arts. But what if your chef just wants a refresher for professional development? CIA Boot Camp classes are available in New York, California, or Texas.⁴

How does the food taste at these upscale retirement centers? Incredible! Classically-trained chefs know how to replace salts with flavorful herbs. Applying the fundamental cooking steps to cuisines ranging from American to Asian to French keep the residents “traveling around the world” using their palates. It resembles a daily cruise ship adventure.

What do dining rooms look like at these high-end properties? Typically, they appear just like a five-star white tablecloth restaurant. The rooms are decorated by interior designers, luxurious and classic. The restaurants may have hosts/hostesses in black and white, seating the guests (residents). Linen tablecloths, napkins, china settings and glassware are top quality. Waitstaff, also in black and white, take the resident’s order from a well-designed restaurant-style menu. Several choices of appetizers, entrees, sides, and desserts are available.

The restaurant-style menus are well-designed selective menus printed on heavy card stock with enticing food icons. Since residents order food choices directly from personable and well-informed waitstaff, any questions about food allergies or avoiding specific nutrients, such as salt or sugar, may be quickly answered.

After touring the US and visiting numerous luxury retirement centers, the similarities between these upscale retirement facilities and five-star restaurants reiterate that the chefs must provide outstanding menu selections, quality food, and the best in hospitality services. Do your culinary and hospitality skills meet your residents’ expectations? It is a must for any upscale, luxury retirement center.

---

**Sources...**

4. [http://www.ciachef.edu/enthusiasts/bootcamps/](http://www.ciachef.edu/enthusiasts/bootcamps/)
Useful articles on foodservice management, nutrition care, and professional development can be found in past issues of Nutrition & Foodservice Edge magazine. Following is an index—by subject—of articles which appeared in 2012.

<table>
<thead>
<tr>
<th>Article Index</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ARTICLE INDEX</strong></td>
</tr>
<tr>
<td><strong>Article</strong></td>
</tr>
<tr>
<td><strong>Index</strong></td>
</tr>
<tr>
<td><strong>Nutrition &amp; Foodservice Edge</strong></td>
</tr>
<tr>
<td><strong>Ideas and Resources for Professionals</strong></td>
</tr>
</tbody>
</table>

We’ve included only general interest articles, and not association news. If you would like to read any of these articles, visit the Members Only section of the website at [www.ANFPonline.org](http://www.ANFPonline.org). Member and non-member visitors to the site can also access PDF files of articles published in 2010 and 2011.

**BARBECUE**

10 Tips for Better-for-You Barbeque, Renee Zonka, CEC, RD, MBA, CHE, July/Aug. 2012. Chef Zonka provides 10 easy and delicious ideas for building a better, more healthy barbeque.

**COMPUTERS/TECHNOLOGY**

The Trouble with Technology, Wayne Toczek, Feb. 2012. This article will teach you how to buy what’s right for your department’s technological needs.


**DROUGHT OF 2012**

This Cracked Earth: Impact of the 2012 Drought, Laura Vasilion, Sept. 2012. The drought will mean higher prices for produce, and just about everything else on your food inventory list. Raising our nation’s food remains a complicated and tenuous endeavor.

**EGGS**

Inventive Egg Dishes, Nov./Dec. 2012. Egg dishes and casseroles recipes from The American Egg Board are provided.

**EMERGENCY PREPAREDNESS**

Emergency Preparedness, Viki Fox, CDM, CFPP, May 2012. Tips for preparing for a disaster are provided.

**FOOD PROTECTION CONNECTION**

FPC is a monthly continuing education (CE) feature by Melissa Vaccaro, MS, CHO on food safety and sanitation.


Be a Pest About Pest Management, March 2012.

The Cold Facts on Cooling, April 2012.

Foodservice Employee Health Inservice, May 2012.

Produce Management in the Foodservice Industry, June 2012.


Food Safety FAQs, Sept. 2012.


**FOOD SAFETY & SANITATION**

Is it the Flu or Something You Ate? Laura Vasilion, Feb. 2012. According to the CDC, what is commonly referred to as the stomach flu is actually norovirus gastroenteritis. More information is provided.

Foodservice Chemical Safety: What You Don’t Know Can Hurt You, Gregory C. Winters, MPH, CDM, CFPP, March 2012. This article provides guidance on chemical safety to avoid risk of injury.
Steps to Take if You Suspect Foodborne Illness, Bruce Link, CDM, CFPP, Nov./Dec. 2012. A course of action is provided here should you suspect a foodborne illness outbreak is responsible for flu-like symptoms at your facility.

Gluten Free

Tasty Thanksgiving Tips for a Gluten-Free Meal, Diane Eenigenburg, Nov./Dec. 2012. The owner of Lia P Gluten Free shares tips for creating a delicious gluten-free Thanksgiving meal with all of the fixings.

Leaders & Luminaries

Leaders & Luminaries is a monthly Q and A column by Laura Vasilion featuring interviews with celebrity chefs and food industry movers and shakers.

Enid Borden: Behind the Wheel of MOWAA, Jan. 2012. An interview with the president and CEO of Meals on Wheels Association of America.


The Chicago Bulls Sixth Man: Chef Steve Jackson, March 2012. An interview with the team chef for the Chicago Bulls basketball team.

Leading With an Artist’s Heart: Renee Zonka, CEC, RD, MBA, CHE, April 2012. An interview with Renee Zonka, Dean of the School of Culinary Arts at Kendall College.

Rocking a Leadership Gig: Debra Zabloudil, CAE, FACHE, May 2012. An interview with the president and CEO of The Learning Studio in Chicago.


Michael Natkin, Author of Herbivoracious: A Flavor Revolution, with 150 Vibrant and Original Vegetarian Recipes, Oct. 2012. An interview with Seattle blogger/vegetarian author Michael Natkin, whose vegetarian cookbook was on NPR’s list of 2012’s Best Summer Cookbooks.


Leadership

Five Core Traits Every Leader Needs, Debra Zabloudil, CAE, FACHE, April 2012. Outlined here are the traits every effective leader needs.

Your Leadership Journey Starts Today, Debra Zabloudil, CAE, FACHE, May 2012. A discussion of the differences between leadership and management is offered.

Surfing the Leadership Learning Curve, Michael Scott, June 2012. Stay ahead of the learning curve by identifying what you really need to know and understanding your own learning style.

Management

The Power of Praise, Teresa G. Braden, Jan. 2012. If you don’t show your employees you appreciate them, you are missing a great way to instill good work habits and loyalty.


Speak Right, Make Your Message Ignite, Linda Eck Mills, MBA, RD, LDN, FADA, Feb. 2012. Strategies for sending clear messages are provided here.

Five Steps to a Better Relationship with Residents, Deborah Potts, CDM, CFPP, Feb. 2012. It’s important that nutrition and foodservice professionals develop a good relationship with residents. Tips are offered here.

What Employees Are Looking for in a Boss, Bruce Tulgan, Sept. 2012. High performers and low performers look for different traits in a boss. If you are a strong and highly-engaged leader, you will likely attract and keep high performers.

Top 10 Tips for Running a Great Meeting, Jean Kelley, Nov./Dec. 2012. Gain a reputation as an effective meeting facilitator by implementing the 10 tips outlined in this article.

MDS 3.0

Nutrition Care Plans for MDS 3.0, Mary D. Litchford, PhD, RD, LDN, Jan. 2012. Care planning basics—along with implications for practice—are provided here.

New Changes to MDS 3.0 Effective April 1, Barbara Thomsen, CDM, CFPP, RAC-CT, April 2012. More enhancements to the MDS 3.0 took effect on April 1, 2012. Learn the latest requirements from CMS affecting your department.

Continued on page 36
MEAL DELIVERY

Hospital Food and Therapeutic Diet Training, Youssef Mehdaova, CDM, CFPP, April 2012. Hospital food and nutrition professionals must possess not only culinary smarts, but therapeutic diet training. A discussion of this issue is provided.


MEMBER STORIES

Hospital Devastated by Tornado Reopens to Rave Reviews, Kim Ellison, April 2012. Five years after a tornado ripped through Americus, Ga., a member’s facility reopens for business, including a gleaming new foodservice department.

Exploring New Frontiers, Kim Ellison, May 2012. Three years ago, Jolene Greene, BS, LNHA, CDM, CFPP, was offered a director position at a medical center in Roswell, N.M. After weighing the pros and cons of moving from Nebraska, she decided to accept the challenge and expand her professional network through a new ANFP chapter.


NUTRITION CARE/SPECIAL DIETS

Making Dysphagia Easier to Swallow, Debbie Zwiefelhofer, RD, LD, March 2012. Here’s a review of the consistency levels for foods and liquids, along with how to put the National Dysphagia Diet into practice.

Food and Supplements Can Interfere with Medications, Mary D. Litchford, PhD, RD, LDN, March 2012. A discussion of the importance of understanding possible medication interactions with food, beverages, and supplements is provided.

Nutrition, Cancer, and You, Mary D. Litchford, PhD, RD, LDN, June 2012. Learn more about phytonutrients and the diet and cancer connection in this article.

Cancer in Older Adults and the Role of the CDM, Mary D. Litchford, PhD, RD, LDN, Sept. 2012. The CDM plays a vital role in assisting residents in meeting their nutrition needs during cancer treatment and recovery.

OLIVE OIL


PROFESSIONAL PRACTICE STANDARDS

These guidelines—by Susan Davis Allen, MS, RD, CHE and updated by Becky Rude, MS, RD, CDM, CFPP—offer help and continuing education (CE) for CDMs on various topics.

Foodservice Department Catering, April 2012.
Controlling Costs in Food Service, May 2012.

REGULATIONS/COMPLIANCE

School Menus Get a Nutritional Overhaul, Linda Eck Mills, MBA, RD, LDN, FADA, May 2012. Changes are on the school foodservice menu due to new federal regulations.

The CDM’s Role in Quality Assurance and Performance Improvement, July/Aug. 2012. This Position Paper provides guidance and resources for nutrition and foodservice professionals in promoting patient/resident quality initiatives as a member of the interdisciplinary team.

How to Handle Workplace Injuries, Greg Winters, MPH, CDM, CFPP, Sept. 2012. Prevention is the best strategy when it comes to avoiding workplace accidents. But if an accident occurs, handling the incident effectively is paramount.

Building a Centralized Nutrition Database, Amelia Levin, Oct. 2012. Establishing a centralized nutrition and allergen database is one of the objectives of the Foodservice GS1 US Standards Initiative. Learn more about this ambitious product identification and tracking program.

SEASONAL FLAVORS

Must-Have Flavors for the Holiday Season, Nov./Dec. 2012. Chef Mark Garcia of McCormick Kitchens shares his seasonal seven sweet and savory flavors synonymous with the holidays.

TRENDS

The Dish on Catering, Olson Communications, April 2012. Olson Communications attended the annual Catersource show in Las Vegas to uncover the latest trends in catering.

Industry Trends From the National Restaurant Show, Olson Communications, June 2012. The National Restaurant Show provides a glimpse of hot trends in foodservice.

What’s In the Future for Food Service? Linda Eck Mills, MBA, RD, LDN, FADA, July/Aug. 2012. Here’s a look at 10 trends impacting nutrition and foodservice professionals.

CDMs Collaborate on Best Practices, Diane Everett, Oct. 2012. CDMs and vendors at ANFP’s Annual Meeting were asked to discuss food trends, employees, and more. Their responses are presented here. (Part two appears in the Nov./Dec. issue.)

Happy New Year! The dawn of a new year always fills me with optimism for a new beginning. New beginnings are a privilege and should not be taken for granted. The opportunity to start over, start new, revise the script, and build something from the ground up, are all part of the forgiving nature of the universe. Second, third, and seven hundredth chances are built into the nature of life. Fellow ANFP members do believe in fresh starts, revising the script, and building something new from the ground up! It was exactly one year ago that we rebranded our association and became the Association of Nutrition & Foodservice Professionals.

What progress we have made in just 12 short months! Goethe once said, “Whatever you do or dream that you can do—begin it. Boldness has genius and power and magic in it.” And the new beginnings of ANFP have certainly had genius and power and magic!

I hope you will experience some of the magic when you join me for a completely new annual meeting experience in Savannah, Ga., from July 28-31 at the ANFP National Leadership Conference (NLC). We will take a deep dive approach to learning, with each day focusing on enhancing your leadership skills and knowledge in different operational areas: Foodservice Management, Culinary Trends, and Clinical Practices. You will be exposed to many different learning modalities, group collaboration sessions, and structured networking. You will learn from the experts and from each other, and will return home better equipped to lead your various operations through the challenges and opportunities you face daily.

The Leadership Institute (LI) will precede the NLC and it has all of the power that can be packed into a few short days. This year participants will have the opportunity to bundle their registration fees for both events, at a cost savings. If you haven’t yet experienced the LI, you’ll find it to be a life-changing experience. ANFP has prioritized leadership education and training, so we are continually looking at ways to keep our content fresh and relevant. Thanks to the input of 200 Leadership Institute alumni and other members (perhaps you) during a recent leadership curriculum survey, we are considering the next steps for future leadership development programming.

The new beginnings for our plans for ANFP Regional Meetings will continue in 2013. We will be hosting two-day meetings in the Northeast (Pittsburgh), North Central (Milwaukee), South Central (Oklahoma City), and Southeast (Mobile). We will also be hosting one-day meetings in the West (Portland), South Central (Houston), and Mountain (Phoenix) regions. These meetings are an excellent opportunity for you to experience a more concise national meeting format at a regional location closer to home.

Some of you may have experienced one or both of our very successful regional meetings held in fall 2012. We had more than 140 members attend our two-day Southeast Regional Meeting in Nashville, and 70 members attend our one-day West Regional Meeting in Sacramento.

The board will have an opportunity to exercise their collective genius as they meet again in February. In addition to our regular board meeting and current agenda issues, we will also be meeting with ANFP’s Industry Advisory Council, which is a group of members from our corporate partner community. I look forward to sharing with you in my next column about our work at this meeting.

And continuing with the theme of new beginnings, the search for ANFP’s new CEO continues. The Search Committee is

---

**Optimism for New Beginnings**

The opportunity to start over, start new, revise the script, and build something from the ground up, are all part of the forgiving nature of the universe.

---

**Member-Get-a-Member Campaign Nets 23 New Members**

ANFP’s recent Member-Get-a-Member campaign brought 23 new members into the association. ANFP members who received prizes for their recruiting efforts included:

- Pam Hymbaugh ($150 Visa gift card)
- Michael Ramlow ($250 Visa gift card)
- Leanne Ray (Apple iPad)

Congratulations to the winners, and welcome to our new ANFP members!
hard at work and reports that the search is going well and according to the established timeline. They will have a detailed presentation for the board in February. The committee is looking nationwide for the best candidate for our association.

On a personal note, my family is experiencing a new beginning as well. My first grandchild, William James Cater (Will) was born November 23, 2012. He was 7 lbs, 6 oz. and 19 ½ inches long. As I hold this magical and wonderful baby, I cannot help but think that he (and babies like him) are our future. We, the members of ANFP, are changing the face of foodservice daily for future generations.

Ginger Cater welcomes grandson Will to the world.

Some stories do not have a clear beginning, middle, and end. Life is about not knowing, having to change, taking the moment and making the best of it, without knowing what is going to happen next. Take the first step in faith. You do not have to see the whole staircase to take the first step. I wonder what the story of ANFP will be when little Will is my age. I know it will be exciting because of the courage this association had to make a new beginning. Happy New Year and Happy New Beginnings!

Ginger Cater, MEd, CDM, CFPP is the director of nutritional services and an assessment specialist at Laurel Baye Healthcare of Greenville in Greenville, S.C.

A Special Thank You Thanks to Tennessee ANFP—the host of our November two-day Southeast Regional Meeting. www.ANFPonline.org/TN

CDM, CFPP Exam Update

The CDM Credentialing Exam was administered to 888 candidates on October 27, 2012 at 50 locations across the country. ACT—our professional testing company—reports that 634 individuals passed, or 71 percent of examinees. These individuals are eligible to become new CDM, CFPPs (certified dietary managers, certified food protection professionals).

The exam consists of 200 multiple choice questions. Questions are based on professional situations in which a dietary manager would have to make a decision or solve a problem.

Next Exam Planned for March 16-23. In 2013, the CDM credentialing exam will be computer-based. That means examinees will report to one of 250 computer testing sites during the testing window to take the exam. The next credentialing exam will be offered March 16-23, 2013. The application deadline for the March test is January 15. Another testing window is offered October 12-19, 2013. The application deadline for test dates within that timeframe is August 15.

Learn more about CDM, CFPP certification at: www.ANFPonline.org/Training/credentialing.exam.shtml
Meet Wyman Philbrook, CP-FS, FMP, CDM, CFPP, CHM, CFPM, CFSM, FSP, CSW, CSS, WSET

Wyman Philbrook, CP-FS, FMP, CDM, CFPP, CHM, CFPM, CFSM, FSP, CSW, CSS, WSET, of Peabody, Mass., has always had a passion for food. Looking at his long chain of credentials, it is clear Philbrook has a healthy dose of curiosity. That curiosity was first nurtured when he was a young child, watching his grandmother cook.

“I asked her what she was putting in the pots and pans and why. I must have driven her crazy with all my questions. But we were very close. I was her first grandchild so she put up with me.”

In high school, Philbrook worked part-time in the kitchen of a large regional hospital. After graduation, he moved to full-time in purchasing and inventory. Yet somehow, he always found his way back to the kitchen. Recognizing that was where Philbrook’s heart was, his superiors finally moved him into a kitchen position where he stayed for three years.

Hungry for a change, Philbrook left the hospital kitchen and enlisted in the Air Force. It was a decision that opened up a world of opportunity for him.

“The Air Force saw that I had a culinary background so they decided to put me in the club management field. The clubs were very much run as a business. I didn’t wear a uniform, I wore civilian clothes. I met and cooked for some pretty famous people in government. I was also given lots of freedom to cook what I wanted.”

Philbrook’s plan was to stay in the military for four years and then return to school on the G.I. bill. But those four years turned into 10, eight in Asia.

“Feeding an Insatiable Curiosity

Meet Wyman Philbrook, CP-FS, FMP, CDM, CFPP, CHM, CFPM, CFSM, FSP, CSW, CSS, WSET

Wyman Philbrook in Cambodia.

“I love to travel and the Air Force kept throwing these great opportunities to travel at me. They asked me if I’d like to go to the Philippines and I said sure. Then they gave me the opportunity to go to South Korea, and then to Japan. I couldn’t say no,” he explained.

After leaving the Air Force, Philbrook went to the Culinary Institute of America where he graduated with high honors. He then worked at a succession of country clubs, including the famed Pinehurst golf course, country club, and resort in North Carolina, where he became the director of training.

Eventually, he went to work for a food-service company that catered to corporate clients. One of the company’s clients was Bain Capital. Through that connection, Philbrook met Mitt Romney, who was running for governor at the time.

Two years later, Philbrook was on the move again. His most recent position was the director of food safety and sanitation for Boston University. His job was to make sure all the dining halls, retail outlets, and food served on campus met regulatory guidelines for food safety and employee safety. About this time, Philbrook became aware that his vast knowledge might be put to better use as a consultant.

“I had quite a lot of experience in food safety and saw an opportunity to become something more than a health inspector coming and doing an inspection. What I envisioned was evaluating and auditing a client against their own program. So my business, Philbrook Food & Beverage Consulting and Training, is about hospitality management, but with a real focus on food safety and all of the HACCP management systems. Business is very good. I also get lots of calls from manufacturing companies and local farms concerned with the new GAP requirements for small producers. It’s kind of taken off for me. I collaborate with another gentleman on some manufacturing projects. We may be going to Asia to conduct training standards that are U.S. recognized. Right now we’re looking at going to Vietnam, Thailand, and Indonesia to train their staff.”

Philbrook is also a contract trainer for the Culinary Institute of America.

Continued on page 40
“Everything comes full circle. I have been training for them through the continuing education department. I do cost control, inventory control, purchasing, service training, and all the beverage and wine training. One of the things I really love about food and beverage is that there are so many facets to it. There are so many people that are involved in it and the whole supply chain right up to the customer and it’s a lot of fun.”

With the nutrition and foodservice industry changing all the time, he advises those considering the profession to take every opportunity to learn and grow.

“I have an insatiable curiosity. I have always had opportunities to concentrate on and learn particular skills, and have always taken those opportunities. I can relate to so many different people because of the experiences I have had. Picking a lateral position is a good idea if it offers learning something new. But you have to want to learn. I really appreciated the time and attention I received from mentors, which is why I like to give back now myself through training.”

An adventurer when it comes to eating and drinking, Philbrook has eaten balut, a steamed, partially-developed egg and grilled field rat in the Philippines, stewed dog in South Korea, and Habushu, a poisonous snake wine in Japan. But if he had his choice, he would like to raise a glass of wine with Thomas Jefferson, while cooking the president a succulent meal with more traditional roots.

“Mostly, I would just love to sit around the fire, drinking wine, talking to him. He was so well traveled and had such a passion for wine, food, farming, and different cultures. He documented everything and was a big reader, so I think he would be a fascinating dinner companion.”

Learn more about Philbrook’s company at www.philbrookconsulting.com or email him at info@philbrookconsulting.com

Laura Vasilion is a staff writer for Nutrition & Foodservice Edge magazine.
MENU DIRECTIONS 2013

Healthy Flavors
Healthy Profits

presented by FoodService Director

Attendees will leave with more than 60 new recipe ideas many of which will be sampled at the conference!

THE PREMIER CULINARY EVENT FOR NON-COMMERCIAL FOODSERVICE
MARCH 3 - 5 | GRAND HYATT TAMPA BAY | TAMPA, FLORIDA

Discover the culinary tools, flavor and menu trends that will make your operations more successful and profitable.

FOR COMPLETE DETAILS AND TO REGISTER, GO TO MENUDIRECTIONS.COM
Association of Nutrition & Foodservice Professionals Presents:

**National Leadership Conference**
Savannah, GA | July 28-31, 2013

The ANFP National Leadership Conference (NLC) is a new kind of annual meeting for nutrition and foodservice professionals. Designed for current and emerging ANFP leaders, CDMs, industry stakeholders, and corporate partners, the NLC will engage and inspire you through new learning environments and innovative networking opportunities.

Join your friends and colleagues for three days of compelling education that will transform your professional operations, and prepare you to lead your team into the future!

You will experience:
- Interactive Learning Environments
- Structured Peer Networking
- Inspirational Leadership Lessons
- Innovative Expo Features

Association of Nutrition & Foodservice Professionals Presents:

**Leadership Institute**
Savannah, GA | July 26-28, 2013

Where do you GROW from here? Begin your journey from manager to leader by participating in the ANFP Leadership Institute taught by expert leadership instructors, addressing the unique dynamics of a foodservice environment. This three-day, intensive learning opportunity is designed exclusively for CDMs. The ANFP Leadership Institute will prepare you to meet the difficult challenges of today’s changing industry.

Join us on July 26-28 in Savannah, GA just prior to the National Leadership Conference, to transform your leadership potential while enhancing your own professional development.

Registration opens January 2013. Visit www.ANFPonline.org/Events for more information and to register.