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CONTENTS

Leaders & Luminaries: Chef Zach Lorber

Emerging Dining Trends in Long-Term Care

Never Stop Learning: The Importance of Professional Education

Continuing Education: A New Year of Infinite Possibilities

DEPARTMENTS

5 Food File

8 Leaders & Luminaries

10 Food Protection Connection

34 Message From the Chair

39 Meet a Member

ALSO IN THIS ISSUE

3 Spring Regional Meetings Preview

4 2014 ANFP Year at a Glance

15 2013 Nutrition & Foodservice Edge Article Index

FEATURES

18 Emerging Dining Trends in Long-Term Care

NFEF White Paper

On behalf of the Nutrition & Foodservice Education Foundation (NFEF), Technomic conducted an original research study assessing the current and future role of foodservice in long-term care facilities. Study results are published here.

22 Never Stop Learning: The Importance of Professional Education

by Michael Scott, MPA

In times of unprecedented change, a thirst for lifetime learning is vital to stay relevant and marketable in one’s personal and professional endeavors.

26 Continuing Education: A New Year of Infinite Possibilities

by Laura Vasilion

What better time than now, in the New Year, to resolve to continue your learning journey by building upon what you know as you seek new understanding and knowledge in your career. Insights from two accomplished foodservice educators are provided here.

30 Take Charge of Your Present and Future

by Michael Roddey, CDM, CFPP

ANFP’s new Culinary Task Force has identified various areas of professional and culinary development that will help enhance your career. In this article ACF (American Culinary Federation) certification is highlighted.
A New Year Brings New Trends

The New Year is a great time to reflect on emerging trends and assess whether your foodservice operation is an industry leader in terms of service, technology, and client satisfaction. If it’s not, you’ve got some work to do in 2014.

Priorities are always shifting, and astute managers are proactive about change. Just a few years ago, we profiled a handful of forward-thinking healthcare facilities that were hiring chefs and preparing resident meals like those found in fine restaurants. Now, delivering restaurant-caliber food isn’t the exception, it’s the rule. To stay competitive and attract new clients to your long-term care facility, providing delicious meals is paramount.

Our cover story outlines survey data on resident satisfaction, needs and attitudes, and industry trends in long-term care.

Our cover story is an interesting peek at Emerging Dining Trends in Long-Term Care. The article is the result of a survey conducted by the Nutrition & Foodservice Education Foundation and Technomic, a trusted name in foodservice research. The study was extensive—500 residents of long-term care facilities, 500 family members, and 400 ANFP members were polled to glean information on resident satisfaction, needs and attitudes, and industry trends. The data collected was eye-opening, and provides various implications for healthcare food service. A summary of survey results is presented on page 18.

Since our theme this month is continuing education, we have three articles that reinforce the point that foodservice professionals (and everyone, really) should never stop learning. Whether to satisfy personal curiosity, achieve professional satisfaction, or add value to your organization, enhancing your knowledge is always a good move. Michael Scott, MPA discusses The Importance of Professional Education in his page 22 Leadership Connection feature. He urges you to “be a sponge” and absorb everything around you. Formal education is great, but learning can, and should, happen during casual networking, over meals, and wherever you go.

Senior writer Laura Vasilion spoke to two lifelong learners for our page 26 article. It’s interesting to get their perspective on the value of continuing education. As interviewee Lynne Eddy says, “The more I know, the more I am humbled by how much I don’t know.” Read their perspectives on the importance of being part of a learning community.

ANFP Chair Paula Bradley, CDM, CFPP has appointed two members to co-chair ANFP’s new Culinary Task Force. Read about what they’re doing and discover how you can become certified by the American Culinary Federation. See page 30 for details.

At last, the 2013 FDA Food Code has been released. Look for highlights of relevant changes in our Food Protection Connection article, which begins on page 10.

I hope 2014 is off to a great start—and only gets better! Happy New Year.
ANFP SPRING REGIONAL MEETINGS ARE COMING SOON!

ANFP Regional Meetings provide top-notch education at affordable and convenient locations across the nation. Discover new ways to tackle foodservice challenges, strengthen your leadership skills, and nurture your credential.

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NORTH CENTRAL REGIONAL MEETING
Omaha, NE
March 20-21, 2014

NORTHEAST REGIONAL MEETING
Nashua, NH
April 3-4, 2014

WEST REGIONAL MEETING
Seattle, WA
April 10-11, 2014

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.

- Kimmi Campagna, CDM, CFPP

Visit www.ANFPonline.org for more details.
Year at a Glance

Keep this calendar handy to remind you of the dates of ANFP activities and programs throughout 2014. Visit www.ANFPonline.org/Events or call (800) 323-1908 for details.

**January**
- 30: ANFP Webinar: *New FDA 2013 Food Code*
- 30: Deadline for National Board of Directors Nominations

**February**
- 3-7: Pride in Food Service Week

**March**
- 5: CDM Credentialing Exam Year-Round Testing Begins (More than 190 sites)
- 13: ANFP Webinar: *Ask the Expert – LTC Nutrition*
- 20-21: ANFP North Central Regional Meeting (Omaha, NE)

**April**
- 3-4: ANFP Northeast Regional Meeting (Nashua, NH)
- 10-11: ANFP West Regional Meeting (Seattle, WA)
- 14-18: National Hunger Week

**May**
- 8: ANFP Webinar: *Food Allergy, Vegan and Vegetarian Diets*

**June**
- 19-21: ANFP Leadership Institute (Minneapolis, MN)
- 21-24: National Leadership Conference & Expo (Minneapolis, MN)

**July**
- 31: ANFP Dues Renewal Deadline

**September**
- TBD: ANFP Webinar: *Additional Revenue Sources for Foodservice (Bistro, Café, and Retail)*

**October**
- TBD: ANFP Webinar: *Buying Fresh Local Foods for Menus*

**November**
- TBD: ANFP Webinar: *Web Presence of Your Organization Includes Foodservice Marketing*

More meetings and events will be added throughout 2014. Watch the ANFP website for updates.
What culinary adventures lie ahead in 2014? Here are the top projected trends for 2014 as reported by “The Fit Foodie,” celebrity chef Mareya Ibrahim.

**Permissible Indulgences**
Sales of snacks made from nutritionally dense and functional ingredients are on the rise, such as seaweed snacks, dried legumes, seeds like flax, chia and hemp, coconut oil and exotic flavored hummus in convenience packs. Lu Ann Williams, head of research at Innova Market Insights, shares “Consumers are looking for ‘permissible indulgence’—that’s the big buzzword.” Healthier alternatives to empty calorie snacks like chips, cookies, snack bars, and energy drinks are taking market share from the popular snacks of years’ past. Additionally, retailers are creating new retail displays specifically for healthy snacks.

**Allergen Free For All**
According to Food Allergy Research & Education, 15 million Americans live with food allergies. Sales and consumer feedback show that even those not diagnosed are cutting back on foods containing allergens such as gluten, nuts, and dairy simply because “they feel better” when they stopped eating allergen-containing products. “Gluten-free, vegan alternatives will become pervasive in mainstream, even with chain restaurants and cafes like Starbucks,” says Ibrahim.

**Leafy Greens in Everything**
Samantha Cabaluna of Earthbound Farm, a leading supplier of organic produce, shares research conducted by the Seurat Group that “more and more consumers are working high-nutrient foods into diets in creative ways.” Noting that “34 percent of packaged salad purchases are used for something other than salad, 27 percent as a raw ingredient in something else (like a sandwich or a wrap), 7 percent is baked into recipes, 4 percent is cooked on its own, and 3 percent is used in juices and smoothies.” As consumers become increasingly aware of the negative effects of highly processed foods, more are trying and experiencing the benefits of nutrient-dense foods. A 2013 Nielsen study showed that “tender leaf blends (spring mix, arugula, spinach, mache, and frisee) grew at 12 percent.” “I predict you’ll start seeing greens pop up in un-traditional ways, like breakfast. Pureeing them into egg whites or a savory crepe is simple and creates a nutritious, delicious dish,” says Ibrahim.

Continued on page 6

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**Clean eating** means eating maximally nutritious foods in their most natural whole state.

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**Clean Eating**

Clean eating doesn’t just mean washing your lettuce. Rather, the idea is to eat maximally nutritious foods in their most natural, whole state. The Paleo Diet was the hot new diet this year and will remain prominent, but with a lighter twist. In 2014, you’ll see people following a ‘clean eating’ approach, choosing cleaner, leaner meats; plentiful, low starch vegetables; legumes and nuts; fruit and ‘smart carbs’ like farro, an ancient grain that breaks down slowly to sustain blood sugar. “Clean eating isn’t a diet, which is focused on calorie restriction. It’s more about enjoying food as close to as nature intended, so avoiding refined, processed foods and any artificial chemicals, flavors and preservatives,” commented Ibrahim. “This is a sustainable approach that is less ‘meat focused’ than Paleo for all of the non meat-eaters out there.”

**Beyond Bacon**

In 2013, bacon was pushed into every food product possible, but in 2014 meat-free alternatives will gain momentum. New Mintel research shows that one of three Americans is eating meat alternatives, even though only 7 percent of consumers say they are vegetarian. The Mintel research shows that the top reason consumers were buying meat alternatives such as tofu and tempeh was for health benefits. The popularity of the Meatless Monday campaign, started by Johns Hopkins Bloomberg School of Public Health, as well as other cultural factors, may have helped the popularity of vegetarian proteins. Karrie Hills, a chef at The Red Door Restaurant & Wine Bar in San Diego, says that “over-processed and over-fed GMO ridden food are over-done.” Chef Hills believes that seafood will be a main focus on the entrees in 2014. According to Ibrahim, a hot new protein that will gain momentum is Shrimp Burgers. Todd Saylor, Senior Director of Culinary at Unidine, thinks shrimp burgers will be “a great alternative for those looking for the texture of a beef burger with less fat and higher nutritional value.”

**Clean Sweeteners**

Stevia and other calorie-free, natural sweeteners will become more prevalent as people are watching their sugar intake. Monk fruit is the newcomer to the low calorie natural sweeteners game. With a low glycemic index, natural ingredients, and devoid of the criticism that other sugar alternatives have faced, monk fruit sweeteners are poised to make a sweet splash. Amy Marks-McGee, Founder of Trendincite LLC notes, “According to BCC Research, the size of the global non-sugar sweeteners market reached $9.3 billion in 2011 and is estimated to reach $9.9 billion by 2016.” Nectresse, a new all-natural sweetener, was launched in 2012 by the makers of Splenda. The FDA gave monk fruit sweeteners approval, so expect to see food producers trying monk fruit out in baking, drink, and finished goods products in 2014.

**The Next New Veggie of the Year: Brussels Sprouts**

In 2013, it was all about kale but in 2014, the sprout will become the giant. This green, perfectly bite-sized vegetable of the moment has experienced sales growth of up to 30 percent annually over the past four years according to Ippolito International LP. Experimentation with Brussels sprouts in cooking shows, food service, and restaurants has helped drive its popularity. “Brussels sprouts are super versatile to use and have a relatively mild flavor, whether shredded into a salad, halved and roasted with balsamic vinegar or pureed into a soup,” added Mareya, “so their texture and taste can be transformed based on how you cook and season them.”

**Nutrient Rich Desserts—Qookies**

Quite possibly the most popular sprouted grain in 2013, the American west coast serves up quinoa in just about every form—salads, tortilla chips, and now setting a new trend for 2014—desserts! Qookies (cookies made with quinoa) are energy-rich, high in fiber, and pack a deliciously nutty flavor.

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**Source:**

Mareya Ibrahim is a chef, an author, and an entrepreneur. She is the creator of EatCleaner.com and author of “The Clean Eating Handbook.” She is a featured chef on the show Recipe Rehab. Her column, “The Fit Foodie,” appears in Edible Orange County Magazine. She is also the creator of the Cleaner Plate Club™—a clean, balanced nutrition meal prep program, and founder of Grow Green Industries, eco solutions for food safety.
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Speakers

HOT OFF THE MENU
Gerry Ludwig, Corporate Consulting Chef, Gordon Food Service
Gerry Ludwig offers his views on the biggest trends on restaurant menus and how they can translate to non-commercial foodservice.

WHAT’S WRONG WITH CULINARY EDUCATION
Pamela Allison, Ph.D., Associate Professor, The Hospitality College, Johnson & Wales University - Charlotte
Dr. Allison will discuss how culinary schools such as Johnson & Wales are changing their approach to educating chefs about non-commercial foodservice.

TRENDING NON-COMMERCIAL
Chris Ivens-Brown, Vice President, Culinary Development, Corporate Executive Chef, Eurest, Compass Group
Chris Ivens-Brown shares his thoughts about the culinary trends that could have the biggest impact on non-commercial foodservice.

For complete conference details and to register, visit MenuDirections.com
For more information, contact Bill Anderson at 630.528.9239 or banderson@cspnet.com
Previously, Lorber worked with Sodexo, where he overhauled all residential dining and catering offerings at a Quaker-directed, continuing care retirement center in State College, Pa. Before that, he was with Aramark, where he worked at Lock Haven University in Lock Haven, Pa. Lorber oversaw all aspects of food procurement and production for the university’s large-scale residential dining program (over 500,000 meals per year), coordinated staff to meet production deadlines, and provided VIP catering for the university president and board of trustees.

Early in his career, Lorber was an extern at Stone Barns Center for Food and Agriculture, a non-profit farm and education center located in Pocantico Hills, N.Y. Stone Barns is an 80-acre four-season farm that works on broader initiatives to create a healthy and sustainable food system. During his time there, Lorber worked with the center’s executive chef and owner, Dan Barber. Barber won a James Beard Award in 2006 for Best Chef NYC.

Lorber’s first job after college was with the 2002-2003 opening team at Lambeau Field in Green Bay, Wis., following the football stadium’s renovation. Lorber helped successfully manage $7.5 million in concessions and in-seat vending sales, and was responsible for the supervision of volunteer group recruitment, selection, placement, training, and operations.

It’s football season, so I have to ask: Do you ever miss the work at Lambeau Field?
Yes and no. I did it right out of school so that was exciting. Lambeau Field was in the process of transitioning from a local management company to a larger one. There was a big change of menu philosophy. We had wanted to offer higher quality food but, after a year of trying that, the demands did not meet expectations so we went back to more traditional stadium-type food.

It must have been hard work feeding all those Green Bay Packers fans.
It was fun being there, but it was very draining during the season. Long days on your feet.

What about during the off-season?
In the off-season, the Green Bay Packers players would come in to watch tape and we would provide the dining. We were feeding the players twice a day, five days a week, and we were feeding the coaches and administrative staff three times a day in off-season.

For the most part, dining time was a means to an end for the players. It was mostly fill up on carbs and proteins before they went back to the weight room.

You wanted to do more with food.
Yes.
Between jobs at universities, you worked briefly with an older population in a continuing care retirement center. After leaving there you switched back to university work. Why?

It was hard for me to work in a retirement community setting. I personally struggled with the constant exposure to the end of life. I liked working with the elderly but it was hard, over time, to spend time with the residents, build a relationship with them, and then come to work one day and learn they had passed on. It was taking a toll on me so I had to make a change.

You enjoy the energy at a university?

Very much so. For one thing, college students think they are invincible. It’s a very optimistic, forward-looking environment. Even if a student I liked graduated, it was a positive change for them. They were going off to begin their future. For me, working with college kids and in that environment is more mentally positive.

Of all your accomplishments, for which one would you like to be remembered?

That’s easy. I would like to be remembered for food that is fun. One year at the university, we decided to try to break a Guinness World Record by making the world’s longest BLT. It was on National Sandwich Day in 2009. The sandwich was 200 feet long and we used 200 pounds of bacon. We made all the bread ourselves. It was a lot of fun. It was so long, you could not see the end of it. It went off into the horizon. We got lots of local media coverage. Guinness, unfortunately, did not accept it. But we made the Happy News of the Day on television in New York City.

You must have had a failure at some point during your career. What did you learn from it?

It was the first time I had to really manage about 750 employees. That first summer, I had to fire 60 employees. Every time I do an employee discipline, I think about those people I fired that summer. Twelve years later, I think back on what I could have done differently to make those people I fired succeed. I see their failure as my failure.

If you could cook for anyone in the world, living or deceased, who would that be and what would you cook?

I would have to say Martin Yan. When I was growing up, I watched his television show, Yan Can Cook, on PBS. It was on right after Julia Child. He had so much fun cooking. I wanted to be like him, sharing his passion for food. I think I would cook him something very eclectic.

What advice would you give someone considering your career path?

Many people are into gastronomy and they forget that food has to taste good. I always tell people it doesn’t matter what kind of food you serve, it has to be delicious. That is really what I focus on. No matter what the trend is.

Do you have a guilty food pleasure?

My wife makes the best meatloaf I have ever had. It’s even better the next day, as a sandwich.

What are your goals for the future?

Right now, I love what I’m doing. In the future, maybe I would like to teach.
The time has come for the official release and publication of the new 2013 FDA Food Code. The Food Code is a model code for safeguarding public health and a reference document for food regulatory agencies that regulate operations such as restaurants, retail food stores, food vendors, and foodservice operations in institutions such as schools, hospitals, assisted living facilities, nursing homes, and child care centers.
The Food Code provides useful science-based guidance for reducing risk factors in food establishments that are known to cause or contribute to foodborne illness outbreaks. The Food and Drug Administration (FDA) reports that in 2012, all 50 states and three of six territories have retail codes patterned after versions of the FDA Food Code. The Food Code is updated every two years in response to a biennial meeting of stakeholders at the Conference for Food Protection, a national organization that gives scientists and policy makers from all levels of government, industry, academia, and consumers the opportunity to recommend and deliberate on enhancements to the Food Code. These voted on recommendations are then forwarded to the federal government food regulatory agencies for potential adoption into the next Food Code update.

The Food Code is updated every two years, with a publication of a Supplement every two years and a publication of the full Code every four years. Following is a summary of changes made in the 2013 FDA Food Code. This is not a complete listing, simply a summary to identify some key changes. You can obtain an electronic copy of the FDA Food Code by visiting the FDA’s website.

**CHAPTER 1: PURPOSE AND DEFINITIONS**

“Enterohemorrhagic Escherichia coli” (EHEC) was an outdated term and has been removed. It was replaced with “Shiga Toxin-producing Escherichia coli: (STEC), which reflects the most recent nomenclature. STEC was then added as a formal definition and corrected when referred to throughout the Code.

The term “packaged” was clarified. The term “securely” was removed from the definition to avoid undue importance on the nature of the package, and amended to clarify when foods packaged at retail need to be labeled. It now reads, “Packaged” does not include wrapped or placed in a carry-out container to protect the food during service or delivery to the consumer, by a food employee, upon consumer request.

Finally deleted was the term “Potentially Hazardous Food (Time/Temperature Control for Safety Food)” (PHF/TCS). A universal change throughout the Code that has been coming for years, it was replaced with the term “Time/Temperature Control for Safety Food” (TCS). The definition remains the same.

The “Reduced Oxygen Packaging” definition was revised to delete the phrase “placed in a hermetically sealed, impermeable bag,” so it clearly defines the sous vide process as outlined in the Annex. It now reads: “Sous vide packaging, in which raw or partially cooked food is vacuum packaged in an impermeable bag, cooked in the bag, rapidly chilled, and refrigerated at temperatures that inhibit the growth of psychrotrophic pathogens.”

**CHAPTER 2: MANAGEMENT AND PERSONNEL**

The updates to the 2013 Food Code added non-typhoidal *Salmonella* (NTS) as one of the reportable illnesses for action by the Person in Charge. **There are now 6 reportable illnesses.** The changes also address employee health controls for the exclusion and restriction of non-typhoidal *Salmonella*, and removal of exclusion and restriction from NTS.

The 2013 Code was amended to clarify that the requirement to wash hands before donning gloves is specific to the beginning of a task involving working with food and not during the task. As long as the task remains the same and the gloves are not contaminated, hands need not be washed when donning gloves during the same task.

**CHAPTER 3: FOOD**

A new paragraph was added to recognize a regulatory authority’s ability to approve the sale of wild mushrooms within a food establishment and regulate wild mushrooms according to their own laws. Unfortunately, specific guidance from the FDA was not given on what criteria should be used to determine if wild mushrooms are safe, or acceptable credentials for a person who might be responsible for identification of wild mushrooms.

The section addressing preventing contamination of hands was altered to clarify that bare hand contact is allowed when ready-to-eat food is added as an ingredient to another food that does not contain raw animal food and the combined product is heated to at least 145°F.

In addition to cleaned equipment, utensils and single-service items, the Code now states that food shall only contact surfaces of linens, such as cloth napkins, which are laundered as required, thus allowing food to be in contact with linens. It additionally clarifies that napkins in this section refers to cloth napkins and they are by definition considered linens.

The Code now allows for the refilling of returnable take home containers with food, even TCS food, as long as the container

*Continued on page 12*
is designed and constructed for re-use, is emptied or filled with food by the food establishment, returned to the food establishment by the consumer after use, and is subject to cleaning, sanitizing and visual inspection by the food establishment before re-use.

The non-continuous cooking section was revised to clarify that prior to sale or service, raw animal foods cooked using a non-continuous cooking process shall be cooked to a temperature and for a time as specified in the cooking section of the Code.

Under parasite destruction, the Code was altered to clarify that scallop products consisting solely of the shucked adductor muscle are excluded from the requirements for parasite destruction.

With regards to reheating for hot holding, the Code was modified to clarify that when reheating RTE food for hot holding, 135°F minimum temperatures applies to all commercially processed TCS foods, including those taken from packages that may have been opened at a prior time. The previous text suggested that it applied only immediately upon removal of the food from a sealed container.

A section was added to the thawing provisions that specify frozen fish packaged using a ROP (reduced oxygen packaging) method must be removed from the ROP environment either prior to initiating thawing procedures or immediately upon completion of thawing under running water.

The Code was modified to exempt raw, live in-shell molluscan shellfish from date marking.

The ROP provisions of the Code were changed in several ways to include: ROP packages held at 41°F may be date marked for 30 days (prior Code was 14 days), and that a HACCP Plan must be provided to the regulatory authority prior to implementation of ROP. The updates additionally identify the conditions under which a HACCP Plan is not required for ROP TCS foods (held at 41°F or less for no more than 48 hours).

In addition to general ROP revisions, the cook-chill and sous vide provisions now limits TCS food package under these methods to only those food which will be fully cooked according to the Code. Cooling and holding time and temperature provisions were also modified.

The Code was edited to clarify the information on what a label should include. The term “sub ingredients” was added to this subparagraph to make clear that individual component ingredients of a main ingredient must be disclosed in the statement of ingredients. This clarification helps to make clear that all individual ingredients in a packaged food will be disclosed in the statement of ingredients. Additionally, nutritional labeling is required for bulk foods and can be provided by a card or a sign.

CHAPTER 4: EQUIPMENT, UTENSILS, AND LINENS

The Food Code now requires the availability of irreversible registering temperature indicators for hot water mechanical dishwashing operations. This does not necessarily mean thermometers, but could include thermal paper indicators.

Equipment and utensils that come into contact with a major raw animal food allergen, such as fish, followed by other types of raw animal foods will need to be cleaned and sanitized first.

CHAPTER 5: WATER, PLUMBING, AND WASTE

No changes.

CHAPTER 6: PHYSICAL FACILITIES

No changes.

CHAPTER 7: POISONOUS OR TOXIC MATERIALS

The provisions for chemicals for washing, treatment, storage and processing of fruits and vegetables was altered to allow for the use of any permitted food ingredient, as long as they are an approved food additive, generally recognized as safe (GRAS) for the intended use, be the subject of an effective food contact notification, and meet the requirements of the CFRs for labeling requirements for pesticides and devices. This allows the use of other antimicrobial agents allowed under the food contact notification program for washing fruits and vegetables, as well as GRAS ingredients permitted as antimicrobials or for general food use.

CHAPTER 8: COMPLIANCE AND ENFORCEMENT

The updated Code added new language to have the food establishment notify the Regulatory Authority through submission of a HACCP plan that they will be conducting ROP operations that conform to required procedures.

Chapter 8 now includes a requirement for the permit holder to post a sign or placard notifying the public that inspectional information is available for review.
ANNEXES
Numerous references and supporting documents were added to the annex of the 2013 FDA Food Code, including Guidance for Retail Food Facilities Regarding Beef Grinding Logs Tracking Supplier Information and CIFOR (The Council to Improve Foodborne Outbreak Response). Take the time to read the annexes. They provide a lot of valuable information.

SUMMING IT UP
The Food and Drug Administration undertakes to assist the approximately 75 state and territorial agencies and more than 3,000 local departments that assume the primary duty for preventing foodborne illness and for licensing and inspecting food establishments within the retail segment of the food industry. According to the FDA, this industry sector consists of more than one million food establishments and employs a workforce of over 16 million individuals. The FDA Model Food Code is neither a federal law, nor does it preempt any other laws or regulations. It is simply a model of sound science-based practices to prevent foodborne illness outbreaks. With an estimated 48 million illnesses, 128,000 hospitalizations, and 3,000 deaths each year in the United States attributed to foodborne illnesses, we have a lot of work to do in the continued effort to reduce the incidences of food-related illnesses.

Melissa Vaccaro, MS, CHO is a Food Program Specialist for the PA Department of Agriculture and an Executive Board Member for the Central Atlantic States Association of Food and Drug Officials (CASA). She is co-author of the SURE™ Complete HACCP Food Safety Series, which features HACCP manuals for managers, employees, and trainers. Contact her at mvaccaro86@gmail.com

Answers to FPC Review Questions
CDMs who answer the FPC Review Questions on page 14 of this issue can check their responses against the answer key found on page 38. This “self check” allows you to confirm your understanding of the test questions.
1. How often is the FDA Food Code updated?
   - A. Every year
   - B. Every two years
   - C. Every four years

2. The term “Enterohemorrhagic *Escherichia coli*” (EHEC) was replaced with
   - A. Shiga Toxin-producing *Escherichia coli*: (STEC)
   - B. Shiga Toxin-eliminating *Escherichia coli* (STEC)
   - C. Shigella

3. Potentially Hazardous Foods (PHF) is now referred to as
   - A. TTC — Time and Temperature Controlled
   - B. TCP — Time and Temperature Controlled for Protection
   - C. TCS — Time and Temperature Controlled for Safety

4. The 2013 Food Code now allows for
   - A. Refillable re-use containers
   - B. Refillable single-use containers
   - C. Only non-TCS foods to be refilled in re-use containers

5. ROP packages held at 41˚F may be date marked
   - A. For 30 days
   - B. For 14 days
   - C. For 7 days

6. There are now how many reportable foodborne illnesses noted in the FDA Food Code?
   - A. 6
   - B. 5
   - C. 4

7. Equipment that came in contact with raw fish must be
   - A. Color coded to be yellow
   - B. Sprayed with sanitizer prior to its next use
   - C. Cleaned and sanitized prior to being used for other raw meats and poultry

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

__________________________________________________________________________

__________________________________________________________________________

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

__________________________________________________________________________

__________________________________________________________________________

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You will be notified only if you did not receive CE credit.
Useful articles on foodservice management, nutrition care, and professional development can be found in past issues of Nutrition & Foodservice Edge. Following is an index—by subject—of articles which appeared in 2013.

We’ve included only general interest articles, and not association news. If you want 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 earlier articles.

### BUDGETING

**Menu Cost – More Than Meets the Eye**, Wayne Toczek, *Feb. 2013*. As operators are faced with doing more with less, accurate menu costing becomes even more important. Consider several real-world variables when calculating actual costs.

### CAREER

**Three Keys to Adapting to Any Career Change**, Marty Martin, PsyD, *April 2013*. Whether it’s gradual or sudden, be prepared to adapt to change with these three strategies.

**Food for Thought: New Careers for the Certified Dietary Manager**, Janet S. McKee, MS, RD, CSG, LD/N, DAPWCA, *May 2013*. Employment ideas for talented CDMs are outlined in this article.

**Leader vs. Manager: How to Propel Your Career**, Linda Eck Mills, MBA, RDN, LDN, FADA, *Sept. 2013*. What’s the distinction between management and leadership? This article dissects the differences.

### FOOD PROTECTION CONNECTION

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

- **Active Managerial Control: A HACCP Approach**, *Jan. 2013*.
- **Cracking the Code on Expiration Dates**, *Feb. 2013*.
- **Date Marking and Foodborne Illness**, *March 2013*.
- **School Gardens... A Farm to Institution Initiative**, *April 2013*.
- **Long-Term Control of Food Safety**, *May 2013*.
- **Is Your Plan Working?**, *June 2013*.
- **Improve Hand Washing With Training**, *July/Aug. 2013*.
- **Gluten-Free Labeling: Can You Rely On It?**, *Sept. 2013*.
- **Back to Food Safety Basics**, *Oct. 2013*.
- **Get the Edge on Egg Safety**, *Nov./Dec. 2013*.

### FOOD SAFETY

**Food Safety: Make it a Priority**, Wayne Toczek, *June 2013*. Keeping clients safe requires strong knowledge of food safety principles, and taking the lead in training and monitoring food protection practices.

### GLUTEN FREE

**What Foodservice Managers Need to Know About Celiac Disease**, Linda Eck Mills, MBA, RDN, LDN, FADA, *May 2013*. Find out here what foods contain gluten and which foods are safe for those with celiac disease.
**GRAINS**


**Cereal: Start the Day With a Bowl of Good Nutrition and Taste**, Adalia Espinosa, MS, RD, March 2013. Discover what makes cereal a good choice to start the day.

**The Importance of Whole and Enriched Grains in the Healthful Diet**, Judi Adams, MS, RDN, June 2013. Here's guidance for recognizing which foods contain whole grains. Also included is a fact sheet to separate fact from fiction regarding wheat and other grains.

**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.


**Having Her Cake and Baking it Too**, March 2013. A discussion with Cupcake Wars winner Krista Lautenbach.


An Entrepreneur/Chef Who Knows How to Use Her Noodle, June 2013. A discussion with Terri Rogers, restaurateur and entrepreneur.

**Cooking to Care for Others**, July/Aug. 2013. An interview with Boston Chef Jason Bond, restaurateur and James Beard Award semi-finalist.


**LEADERSHIP CONNECTION**

Leadership Connection is a bi-monthly CE feature by Michael Scott, MPA on leadership traits and principles.

**Leadership with a Purpose**, Jan. 2013. Five keys for boosting your leadership performance are provided.

**Workplace Conflict and Staff Drama: A Leadership Primer**, March 2013. Here’s practical advice for effectively responding to conflict in the workplace.

**The Secret to Fostering Great Teams**, May 2013. Five key ingredients for fostering extraordinary teamwork are presented.

**Are You a Focused Leader?**, July/Aug. 2013. Strategies for achieving focus, like clearing clutter and learning to delegate, are provided.

**Five Steps for Deterring Employee Theft**, Oct. 2013. Preventing employee theft can be a challenging workplace issue, but it’s imperative that managers implement strict policies to mitigate potential losses.

**LEADERSHIP LESSONS**

Leadership Lessons From Rock Stars, Debra Zabloudil, FACHE, CAE, July/Aug. 2013. Here are eight leadership lessons we can learn from the great rock and roll musicians of our time.

**MANAGEMENT**

Generational Differences: Understanding Your Workforce, Ruby Puckett, MA, FFCSI, July/Aug. 2013. Managing staff from multiple generations can be a challenge, as each approaches life and work in a different way.
How to Energize Your Team, Wolfe Rinke, PhD, RDN, CSP, Sept. 2013. Follow the six strategies presented here and your staff will go the extra mile for you.

MARKETING
Marketing Your Food Service: Asking Questions is Key, Greg Winters, MPH, CDM, CFPP, June 2013. Questions to ask when developing a marketing plan are provided.

MEAL TRENDS
Boomer-Pleasing Foods, Cindy Heilman, MS, DTR, Jan. 2013. Today’s senior living customers are seeking quality meals, menu variety, and healthful choices. Here are selections you need to include in your facility’s menu.

Exceptional Culinary Skills—A Must for Luxury Retirement Centers, Lynne Eddy, MS, RD, FADA, LDN, CHE, Jan. 2013. A look at how professionally-trained chefs are fulfilling the need for upscale meals and dining experiences in luxury retirement centers.

MENU PLANNING
Menu Planning: Thinking Beyond Color, Flavor, and Texture, Debbie Zwiefelhofer, RD, LD, Feb. 2013. Making people happy at mealtimes involves more than just serving tasty and attractive foods. Several other menu planning considerations are provided.

Stealth Health: Strategies for Enhancing the Nutritional Value of Meals, Lynne Eddy, MS, RD, FAND, LDN, CDN, CHE, Nov./Dec. 2013. Stealth health is the concept of incorporating healthy habits into our lives. This article provides tips for applying this concept to our professional menu development.

NUTRITION LABELING

QUALITY
An Introduction to Lean Six Sigma, Sean Carey, LNHA, CDM, CFPP, Nov./Dec. 2013. This overview of the Lean Six Sigma approach will help in your quest to provide superior services with scarce resources.

REGULATIONS/COMPLIANCE
New MDS 3.0 Update Includes Focused Revisions to Section K, Brenda Richardson, MA, RDN, LD, CD, Oct. 2013. New changes to MDS took place October 1, 2013, and complying with Section K requires reviewing facility systems and processes.

SCHOOL FOOD SERVICE

GS1 Addresses Nutrition, School Food Service at GS1 Connect 2013, Amelia Levin, Sept. 2013. GS1 Standards give foodservice professionals improved nutritional data, allergen information, and production and tracking records to help ensure food safety.

SEASONAL FLAVORS
Holiday Meal Planning, Laura Vasilion, Nov./Dec. 2013. Chefs from three regions share their approaches to holiday meal planning.

SOCIAL MEDIA
Job Searches in the Social Media Era, Linda Eck Mills, MBA, RD, LDN, FADA, March 2013. Been awhile since you looked for a job? Learn about job searches in the social media era in this article.

SUSTAINABILITY
Sustainability: Three Perspectives, Tim Bauman, Susan Kujava, and Richard Hynes, July/Aug. 2013. Representatives from a hospital food service, a food giant, and a leading equipment manufacturer share their stories on sustainability and what it means to their company.

UMAMI
Umami: A Taste for All Seasons, Laura Vasilion, April 2013. Learn more about this complex flavor and find out which foods are rich in umami in this article.

VITAMIN D
Vitamin D – The Sun’s Nutrient, Greg Winters, MPH, CDM, CFPP, March 2013. Vitamin D has emerged as a critical nutrient, and many people are finding out they have low levels. The sun’s UVB rays are a good source, but there are other options for getting enough Vitamin D.

YOGURT
Hard to Beat Greek, Adalia Espinosa, MS, RD, Oct. 2013. Learn more about this nutritional powerhouse in this article.
Emerging Dining Trends in Long-Term Care
On behalf of the Nutrition & Foodservice Education Foundation (NFEF), Technomic conducted an original research study assessing the current and future role of foodservice in long-term care facilities.

**Technology’s Extensive Research** comprised of surveying 500 residents of long-term care facilities, including those in assisted living, continuous care retirement centers, nursing homes and senior living; 500 family member decision makers; 400 Association of Nutrition & Foodservice Professionals (ANFP) members; as well as qualitative interviews with ANFP and NFEF board members. Key findings that focus on current and future resident satisfaction, needs and attitudes, as well as trends in foodservice in long-term care facilities are summarized in this White Paper, along with an assessment of implications.

**Key Findings: Current Situation**

**Facility Characteristics**

The majority of ANFP members surveyed (80 percent) are employed in nursing homes. A “typical” facility of ANFP members is part of a multi-unit operation, and participates in group purchasing organizations (GPOs). Half of respondents work in for-profit facilities (55 percent) with 10 or fewer full-time employees (50 percent). The majority of facilities operate with fewer than 100 beds.

**Resident Characteristics**

Half of resident respondents (54 percent) reside in assisted living facilities. Because of the large assisted living sample, “typical” resident respondents of long-term care facilities are 65 years old or younger (65 percent), Caucasian (74 percent) and have resided in their facility for 1-3 years (49 percent). Nearly a third of resident respondents (30 percent) are 55 years old or younger, indicating that even those not of retirement age are moving into these facilities. The majority of residents were the primary decision maker when choosing the long-term care facility in which to reside.

**Foodservice Employment**

Foodservice in long-term care facilities is primarily self-operated (88 percent) and certified dietary managers (CDMs) are the most prevalent foodservice credential, with 69 percent of ANFP members reporting this as their job title within their facility. While the majority of long-term care facilities do not currently have full-time dietitians or executive chefs, ANFP and NFEF board members mention that there is definite increasing interest in filling these types of positions, however it is not yet widespread in the industry.

To order the Emerging Dining Trends in Long-Term Care White Paper, visit the ANFP Marketplace at www.ANFPonline.org/market
Foodservice Areas and Programs
Tray service, room service, and dining rooms with waitstaff are the foodservice programs and service areas that are typically found in long-term care facilities. Residents are often offered at most two meal options from a three or five week rotating menu. Foodservice areas may differ by facility type, as residents’ capabilities and needs differ. ANFP members and board members note that many assisted living facilities and retirement homes still have a cafeteria type set-up.

Medical Model
The foodservice programs in long-term care facilities generally follow the “medical model,” which provides limited menu options during scheduled mealtimes. Meals are typically served to a resident’s room if they’re immobile, or in a dining room with waitstaff. Some facilities still have a cafeteria type set-up, with residents choosing from limited options on a hot table or a cart moving throughout the dining room.

Foodservice Trends
ANFP members and board members generally agree that the foodservice trends surrounding health (e.g., freshness, low sodium, low sugar or sugar-free, “better for you,” etc.) are most important to facilities; however other food trends, such as authentic ethnic foods, are gaining awareness or becoming more important. Foodservice programs are seeking products that meet these trends while maintaining or lowering food costs.

Decision-Making Factors
For residents and family members, foodservice is one of the most important decision-making factors when choosing a long-term care facility. As shown in the graph provided, 90 percent of respondents say foodservice is very or somewhat important in their decision-making process. Their impression of caregivers, executives and administrative staff are also highly important, and the majority notes the reputation of the facility is important in their decision-making process.

Although not shown in the graph, residents place more importance on cost than family members do, likely because more of these residents report paying for the majority of their residency through Medicare/Medicaid. Brand name of the facility is the least important decision-making factor for residents and family members.

Importance of Factors During Decision-Making Process (Top 2 Box)

Foodservice Satisfaction
More than half of residents (52 percent) indicate that there are currently enough “better for you” foods and those with nutritional supplements, indicating that these areas should no longer be a focus for long-term care facility operators. Residents are generally satisfied with their facility’s foodservice, but want more snacking options (40 percent), dining hours available all day (39 percent), fresh (39 percent), and grab & go options (38 percent).

KEY FINDINGS: FUTURE OUTLOOK
Changing Needs
ANFP members realize resident demographics and food preferences are changing significantly. A younger population is moving in and staying in long-term care facilities for longer; and these residents are more “food-centric,” while being more vocal about food preferences and satisfaction. ANFP members anticipate several changes in the next five years, including changing menu offerings (86 percent) based on 86 percent expecting residents’ food preferences to change. A majority of members also anticipate more flexibility around timing of meals (71 percent), and think changes will occur with dining options in
their facility (67 percent). Not surprisingly, 70 percent believe resident demographics will change, most likely leading to the anticipated foodservice changes.

Future Foodservice Trends
According to ANFP and NFEF members and board members, unique and innovative food offerings, as well as authentic ethnic foods, are expected to become extremely important in the coming years as Baby Boomers begin moving into these types of facilities. These younger residents are more aware of “green,” organic/natural and local sourcing practices, which are likely to also gain importance in the next five years.

Shift to Neighborhood Model
The need to commercialize foodservice is widely recognized—the model will shift from “medical” to “neighborhood.” With a shift to the “neighborhood model,” most factors currently surrounding foodservice programs are likely to change. Facilities will have to renovate building structures to add mini kitchens to each neighborhood, making the centralized kitchen used mostly for storage and prep. Staffing needs will change, as universal workers are responsible for all aspects of care and day-to-day life in neighborhoods, requiring cross-trained staff with knowledge and expertise across all areas.

Future Expectations
To meet changing resident needs, ANFP members expect changes to foodservice areas available in the next five years, offering residents more flexibility and variety. Carts/kiosks, snack shops, alcohol service, convenience stores, and food courts are expected to become more commonplace in long-term care facilities. It’s expected that dining rooms with waitstaff will still be common in the next five years; however they will likely resemble restaurant service with a full menu offered.

Future Challenges
Despite the pending changes, a majority of long-term care facilities do not plan to add staff, specialists, outside services, or make significant investments due to budget constraints. As a consequence, foodservice departments need to be more vocal about the value they provide to long-term care facilities in order to “win” bigger budgets. Cross-trained foodservice staff will also be needed in order to develop knowledge and skills in culinary, nutrition, and food safety and sanitation.

Implications

Implications for Long-Term Care Facility Operators
Resident needs are changing, and foodservice programs have to evolve to meet residents’ shifting needs. As these changes occur, foodservice will play an even greater role in resident decision-making and satisfaction. As residents mention their desire for more flexibility and variety throughout their long-term care facility, it’s important that foodservice programs/service areas available fit their needs. It’s also extremely important for these facilities to maintain the balance of health/nutrition with taste/flavor when developing new menu offerings. Trends will greatly impact menu, preparation methods, facility design and staffing, thus investment is required.

Implications for Suppliers
Foodservice programs have to evolve in order to meet residents’ changing needs, providing opportunities for suppliers to be a valuable resource. Communication and collaboration, as well as staying ahead of trends that impact menu, preparation methods, facility design and staffing, will allow for seamless transitions for both suppliers and operators.

The preceding White Paper was produced by Technomic, a leading food research firm, based on extensive original research assessing the current and future role of foodservice in long-term care facilities. The research and White Paper were funded by the Nutrition & Foodservice Education Foundation (NFEF).

NFEF initiatives are made possible by the generous support of our founding corporate partners.
Never Stop Learning

The Importance of Professional Education

by Michael Scott, MPA
Continued on page 24

For my 12-year-old daughter Gwen, learning opportunities are like oxygen. She soaks up information like a sponge, and seeks it like a bloodhound. Intrigued by her relentless desire for knowledge, I asked her how she digests new information so seamlessly. Perplexed, she responded, “Dad, it’s easy. I just started pressing buttons and exploring things.”

The world of experiential learning that Gwen inhabits represents the new normal in terms of lifetime learning. In times of unprecedented change, a thirst for lifetime learning is vital to stay relevant and marketable in one’s personal and professional endeavors.

Unfortunately, we grow old, and often complacent towards staying abreast of new trends and competencies. Falling behind the knowledge curve can exact detrimental consequences to our professional presence. Inability to adapt to shifts in the economy limits job advancement opportunities and, on a larger scale, job availability in general.

As a result of rapid advancements in technology, the more traditional modes of learning driven by educational establishments are increasingly being replaced by “autodidact” or self-learning models that cater to independent, self-directed learners. Recognizing this trend, the Association of Nutrition & Foodservice Professionals has responded by offering more online, self-directed courses, allowing members the freedom to advance their skills in a self-paced manner.

Due to the vast array of resources available on the Internet, opportunities to engage in independent learning are proliferate. Today we can conveniently stream and download books, podcasts, webinars, videos, and other eLearning resources that equal coursework found at colleges and universities. Moreover, online universities provide a practical platform to engage in facilitated learning on nights and weekends, allowing students to balance work with professional developmental coursework. Some of these universities are even free.

If you know where to look, there are abundant opportunities at every turn to expand our practical knowledge, especially in unexpected places. The video community YouTube is a great tool for accessing hands-on instruction on a host of topics from how to use your computer software more effectively to how to fold the perfect paper airplane. Whether you’re seeking tutelage for business or pleasure, a simple search will yield a compendium of video tutorials to get you what you need when you need it.

Despite this influx of independent learning possibilities, the best learning often takes place in the company of other learners. ANFP Regional Meetings and the National Leadership Conference are prime examples of ecosystems focusing on sharing best-case practices and resource recommendations. “Anyone who really wants to learn without school has to find other people to learn with and from,” says Kio Stark in her book *Don’t Go Back To School: A Handbook for Learning Anything*. “It’s a social act. Learning is something we do together.”

As a launching point for expanding your learning prowess, below are seven tips to start building a hearty bandwidth of knowledge. Pick a couple that resonate with you and find ways to incorporate them into your educational development plan.

**Calendar Your Reading Time**

Friends of mine are often astounded when they discover that I read no less than 80 books a year cover to cover. How could I possibly have time for such pursuits? My daily schedule includes a two-hour time block for reading. Simply put, reading is an investment that pays a high return in terms of growth and development. To quote Confucius, “No matter how busy you think you are, you must find time for reading, or surrender yourself to ignorance.”

**Find Your Learning Style**

Some learners process auditory information better than the same information in written form. Others have to engage with new information in a hands-on, experiential way in order to grasp it. Take a quiz online to get an idea of your learning style. You’ll find yourself retaining information a lot better when you’re using the right method. Bottom line: Get clear about how you learn best and pursue that route.

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**Answers to LC Review Questions**

CDMs who answer the LC Review Questions on page 25 of this issue can check their responses against the answer key found on page 38. This “self check” allows you to confirm your understanding of the test questions.

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“Learning is not attained by chance; it must be sought for with ardor and attended to with diligence.” - Abigail Adams
Be a sponge. While education sessions at industry conferences are a great way to expand your knowledge base, most of your learning comes from informal networking chats and opportunities to engage at social and meal functions.

Pursue Fresh Outlets For Learning

Full disclosure: I just learned how to cook this year. One of my secrets to digesting new cooking styles was to diversify where I was gathering my recipes. Dinner parties have become a favorite of mine, but I’m equally comfortable watching the show Chopped on Food Network. It has often been said that variety is the spice of life; this holds true for learning as well.

Pursue True Education

Sadly, many continuing education courses have become a perfunctory exercise done exclusively to garner CE credits. Instead of hungering for real and usable knowledge, obtaining credits has become less personal and more about the numbers. What if the goal was to truly sharpen your skills and competencies versus just completing a series of exercises? Just saying.

Be a Sponge

Mark your calendar now to attend one or more of the ANFP meetings and/or conferences scheduled in 2014. Keep in mind that while the education sessions are a great way to expand your knowledge base, most of your learning will come from informal networking chats and opportunities to engage at social and meal functions. Another way to put it: networking is never a bad thing.

Weigh the Advanced Degree

Advanced education credentials have often been seen as the gold standard for professional advancements. But with education costs soaring to new heights, it may be wise to consider other alternatives. One viable option if you are seeking to build your skills are free online platforms such as Coursera that offer the benefits of a higher education environment at no cost.

Learn Through Inquiry

A great way to discover what you didn’t know you didn’t know is to learn from others what’s working for them. Connecting with your professional peers can yield recommendations for everything from productivity-enhancing mobile apps to recently-released books that address a learning gap. In addition to reaching out to close peers, posting inquiries on online platforms like LinkedIn can exponentially increase your response rate. To circle back to Stark, “learning is something we do together.”

Google Everything

Questions come up in our personal lives every day. “What’s the story behind the legend of Atlantis?” “How are doorknobs made?” “I wonder who first thought of putting ham and cheese between two slices of bread?” The thing is, most of the time when we ask these questions, we stop there, sending the question into the air and thinking we can’t find an answer. Google it. With smart phones, we have the world’s wealth of knowledge in the palms of our hands, so there’s really no viable excuse for unanswered questions. This practice should ideally happen in the moment, but if you don’t have the time, just keep a running list of questions in your phone, and clock research hours on the train, while waiting in line, or when watching TV. You’ll be amazed at how much you’ll retain when the initial question is something you yourself asked.

Stay knowledge-thirsty, because obsolescence is knocking at the door of those who leave the practice of learning in boxes along with their college diplomas. Never cease your pursuit of knowledge. Or as my daughter says, “keep pushing those buttons of learning.” ☺

Michael Scott, MPA is a Denver-based organizational development strategist with extensive experience in the healthcare field. He is a frequent speaker and writer for ANFP. He can be reached at (303) 578-0791.
1. In times of unprecedented change, a thirst for lifetime learning is vital because:
   - A. It allows one to maintain skills that are relevant and marketable
   - B. It prevents one from becoming obsolete in terms of their skills and competencies
   - C. Both A and B

2. As many of us grow older and more comfortable in our professional careers, we tend to:
   - A. Become complacent in our quest for new knowledge
   - B. Accelerate our investment of time in learning activities
   - C. Feel more comfortable with change

3. Traditional modes of learning are being replaced by:
   - A. Face-to-face classroom instruction
   - B. Self-learning models that cater to independent, self-directed learners
   - C. Workbooks and other PDF-based learning curricula

4. The most effective learning environments are often based on:
   - A. Interaction within a community of independent learners
   - B. Reading relevant books and professional literature once a month
   - C. None of the above

5. Processing new knowledge is best achieved when the learner employs:
   - A. The exclusive use of visual learning tools
   - B. The exclusive use of audio books and accompanying material
   - C. The philosophy of staying true to their preferred learning style

6. Attending ANFP education events allow members to:
   - A. Interact and learn new information from their professional peers
   - B. Share best case practices
   - C. Both A and B

7. Continuing education opportunities should be pursued
   - A. Strictly for the purpose of gathering continuing education credits and certifications
   - B. With the intent of truly sharpening one’s skills and competencies
   - C. For the sole purpose of placating a boss who is demanding that you stay on top of your game

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

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

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Continuing Education

A New Year of Infinite Possibilities

by | Laura Vasilion
Education is not finite, whether you are a teacher or a student. No matter your age or accumulation of knowledge, learning is a constant. Success is tethered to curiosity, wisdom to wonder. What better time than now, in the New Year, to resolve to continue your learning journey by building upon what you know as you seek to acquire new understanding and knowledge in your career.

To give us their perspective on the subject of continuing education, we picked the brains of two successful chefs/educators. Michael T. Roddey, MS Ed, CCA, CEC, CCE, CDM, CFPP, FMP, is the President and Principal Consultant at GASTRONOMIC Services & Consulting, Inc., in Duncansville, Pa. He’s also on the ANFP National Board. Lynne Eddy, MS, RD, FAND, LDN, CDN, CHE, is an Assistant Professor at The Culinary Institute of America in Hyde Park, N.Y. She serves on ANFP’s Editorial Advisory Board.

How has continuing education benefited you?

Roddey:
The pursuit of life-long learning has helped me in numerous ways. It has helped to exercise my mind and stay in the practice of working outside my comfort zone. In doing so, I have a better opportunity to stay abreast of current practices as they relate to various topics within our industry. I think it helps to set one apart from the crowd. If it is known that you are involved in advancing your education, more opportunity seems to come your way.

Eddy:
Continuing education is critical. I am always the one raising my hand, volunteering to go to continuing education programs, either as a presenter or as a participant.

As I have found in my career, it’s really fun. Yes, it’s a huge commitment, but to be a speaker is very rewarding. The networking is equally important when you pursue continuing education. It’s a dual edge sword: it’s critical to be current, but it’s also critical to know who the leaders are in the industry, so that you can reach out to them as you need them and their expertise.

I’ve been in this career for over 40 years and I think I have a pretty good repertoire of information, but the more I know, the more I am humbled by how much I don’t know.

“you’ll never know everything about anything, especially something you love.”

- Julia Child
Can you give us examples of how continuing education is initiating change in the industry?

**Roddey:**
Along with Chef Richard Nickless, CEC, CCA, ACE, AAC, CDM, CFPP, I am co-chairing the new Culinary Task Force that has been initiated between the American Culinary Federation (ACF) and ANFP. Nickless and I are certified with both ACF and ANFP.

Our initiative is to bring more valuable culinary knowledge to our CDMs. Therefore, when we talk about continuing education, one of the highlights of our inaugural article (see page 30) is certification and being certified not just through ANFP but branching out, requiring and essentially demanding continuing education for our members.

We are planting that seed and trying to bridge that gap with this initiative.

**Eddy:**
I have developed an elective course called “Foodservice Management in Healthcare.” I’ve been trying to bridge the gap for classically trained chefs to come into the healthcare industry. In order for me to be successful in that elective course, I seek out people through continuing education. The people I bring into my classroom help keep my students and my chefs prepared on a local and national level. These speakers also represent potential job opportunities for my students. I have graduates of this course who, after graduation, are getting three, four, and five job offers because of the networking.

Continuing education is more than what I’m learning in the process, it’s the networking. The value of that is impossible to measure. It is about the people who are sitting next to you in a seminar or even the people you connect with electronically when you are taking a course on the Internet. It’s all about the people and what they’re doing.

What would you say to someone who insists they do not need continuing education because they get great reviews?

**Eddy:**
That is professionally naive and, frankly, egomaniacal. If you are doing so well, why aren’t you out there sharing that knowledge with others?

I know attending continuing education programs can be a pain. I have 150 students. It’s hard to get coverage for my classes, to get all my travel plans secured and finances covered. It isn’t easy to be away from home for a while. However, it’s worth it, in order to collude with others about how we can do better.

All of us have some commonality with problems or opportunities. When you step outside your comfort zone and take advantage of those opportunities, you learn that you’re not the only one with a certain problem—whatever it might be. I think we have a responsibility to share those challenges, learn from opportunities, and teach others.

**Roddey:**
Great performance reviews only represent one dimension. It shows you where you are now. To say that one does not need continuing education shows that person is thinking one dimensionally. Continuing education will help you to progress and move beyond the status quo. Too many times people are happy in their comfort zone. If you step out of your comfort zone, you allow yourself to move forward with an open mind and fresh perspective.

You will be amazed by your potential.

What emerging or continuing trends are you seeing in education?

**Roddey:**
We are helping to empower our membership as things are changing and chefs are being more recruited into our career path of health care. Because it’s somewhat easier to bring in experienced chefs and teach them the clinical aspects of healthcare foodservice rather than the other way around.

In addition, communication with a diverse population is really driven home with education. Within education, we are dealing with a huge diversity population from each end of the spectrum. Therefore, as a professor, it is really helpful to be fully educated on how to interact with people from various cultures and nationalities.

**Eddy:**
The trend I am picking up on is about ethics. Moral responsibilities and “what if” scenarios. I see more inclusion of ethics classes now. It wouldn’t surprise me if things we’re seeing in the news regarding unethical business practices are driving this. I think this is a trend to watch.

How is the delivery of education changing?

**Eddy:**
As recently as five years ago, there was a concept of no electronic devices in the classroom. That has completely flipped around.
Today, I expect students to come into my classroom with those devices. If they have a question I can’t answer, we just Google search it on our phones or tablets. We have methods for delivering education right there in the classroom. We have electronic methods to measure the students’ knowledge. In my class, we’ve used YouTube to view clips about issues that occurred before some of these students were born.

The class syllabus is available electronically and there are links to websites the students are expected to explore. Because of the way information is accessed today, students are more apt to be prepared than if I gave them a handout or reading assignment. As a result, students come in ready to talk about these issues and it’s fun.

I’m not quite up to their speed on technology yet, but I’m almost there.

Roddey:
There is an ongoing need to change in order to better recruit the upcoming generation. Improvements need to be made on our website, for example, because when a Millennial wants to learn about us, they don’t want to have to be sitting down at a computer or laptop. They can bring us up on their phone and see a good, progressive website. That is the way most young professionals access information today.

In order to attract these new people into our industry we have to continue to educate ourselves on these new technologies. I don’t know how many times I’ve tried to get through to a worker or student through e-mail or voice mail and have them not respond. But if I text them, I get an answer back immediately. So we have to be proactive in making those necessary changes. We have to adjust.

We can’t rest on our laurels and be stuck in the status quo. We need to be the leaders. If we choose not to change, then things are going to stagnate. We need to be constantly changing to the times when it comes to educating the next generation.

Laura Vasilion is a senior writer for Nutrition & Foodservice Edge.
Take Charge of Your Present and Future

by Michael Roddey, CDM, CFPP

Step Up, Stay Ahead, or Be Left Behind
IN THIS ARTICLE—our premier contribution to *Edge* magazine—the task force has chosen to highlight the American Culinary Federation (ACF) certification process, which can provide the platform to enhance and fine-tune your overall kitchen skills and knowledge. By obtaining dual certification through ANFP and ACF you will:

- Gain more credibility within your operation
- Become more respected as a culinary leader
- Prove your dedication to excellence and challenge yourself in your field
- Recognize and increase your skills and knowledge
- Advance your career

As both Certified Dietary Managers and Certified Executive Chefs, Richard “Nick” Nickless and I have been able to observe and recognize the benefits of holding certifications within multiple organizations. Each organization has a primary focus for audience and agenda. The diversity allows us to increase knowledge within various areas of the food and hospitality industry. Embracing multiple certifications has afforded me the pleasure of participating in a broad spectrum of opportunities, thus expanding and developing both my knowledge and skill sets. I would likely not be at this point in my career had I only participated in one organization.

**MEET THE AMERICAN CULINARY FEDERATION**

The American Culinary Federation, Inc., a professional organization for chefs and cooks founded in 1929, promotes the professional image of American chefs and cooks worldwide through the education of culinarians at all levels. ACF is the largest professional chefs and cooks organization in North America. It consists of more than 20,000 members who belong to more than 200 chapters in four regions across the United States. ACF is the culinary leader in offering educational resources, training, apprenticeship, and programmatic accreditation designed to enhance professional growth for all current and future chefs and pastry chefs. In addition, ACF operates the most comprehensive certification program for culinarians and chefs in the U.S.

**ACF CERTIFICATION PROCESS**

ACF uses a two-step application process. Eligibility is based on a candidate’s work experience and educational background. Candidates should provide educational transcripts and documentation of three 30-hour courses—one in Nutrition, one in Food Safety and Sanitation, and one in Supervisory Management. (ServSafe must be a documented 30-hour course to fulfill the mandatory requirement.) If you provide proof of completion from an ANFP-approved CDM curriculum, the initial 30 hour requirements are pre-approved for acceptance by ACF. If any course was taken more than five years ago, an eight-hour refresher course is required for the topic. These courses are available through ACF-approved providers or any academic institution. (ServSafe 8- or 16-hour courses are only counted as a refresher.) Candidates interested in obtaining certification must pay a $50 non-refundable pre-approval application fee, submitted with the initial application. Two exams are required for certification.

- The written exam tests culinary knowledge for your level of certification.
- The practical exam evaluates skill and culinary proficiency relevant to the certification level.

Upon successful completion of the written and practical exams, the candidate submits the final application along with appropriate documentation. The ACF Certification Department reviews the final application, exam documentation, and will notify candidates of approval (allow 2–3 weeks). You will be notified by email that final application is in review. Once certification is approved, your certificate and certification letter will be mailed.

**ACF CERTIFICATION COST ESTIMATES**

Provided here are the fixed costs of a condensed list of certification offerings. I have abbreviated the list according to certifications that are most likely to be sought, and even higher on my list, most likely to be accomplished by our members. With that said, you are free to test at any level at which you can qualify.
### ACF Certifications

<table>
<thead>
<tr>
<th>Certification Level</th>
<th>Application Fee</th>
<th>Written Exam Fee</th>
<th>Practical Exam Fee</th>
<th>Final Fee</th>
<th>Estimated Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ACF Member Estimated Costs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certified Culinarian® (CC®)</td>
<td>$50</td>
<td>$75</td>
<td>$50</td>
<td>$0</td>
<td>$175</td>
</tr>
<tr>
<td>Certified Pastry Culinarian® (CPC®)</td>
<td>$50</td>
<td>$75</td>
<td>$50</td>
<td>$0</td>
<td>$175</td>
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<tr>
<td>Certified Sous Chef® (CSC®)</td>
<td>$50</td>
<td>$75</td>
<td>$50</td>
<td>$70</td>
<td>$245</td>
</tr>
<tr>
<td><strong>ACF Non-Member Estimated Costs</strong></td>
<td></td>
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</tr>
<tr>
<td>Certified Culinarian® (CC®)</td>
<td>$50</td>
<td>$75</td>
<td>$100</td>
<td>$30</td>
<td>$255</td>
</tr>
<tr>
<td>Certified Pastry Culinarian® (CPC®)</td>
<td>$50</td>
<td>$75</td>
<td>$100</td>
<td>$30</td>
<td>$255</td>
</tr>
<tr>
<td>Certified Sous Chef® (CSC®)</td>
<td>$50</td>
<td>$75</td>
<td>$100</td>
<td>$170</td>
<td>$395</td>
</tr>
</tbody>
</table>

*In addition to these fixed costs there’s also the cost of food and supplies which is directly related to the practice and execution of the practical exam. The practical exam is standardized in what is required; therefore you are able to practice and establish your routine before your exam, which is highly recommended.

and feel confident in completing the testing requirements. Additional certification details can be found at [www.acfchefs.org](http://www.acfchefs.org) under Careers on the heading tab, then Certify.

Chef Nickless explains, “In today’s world, we are constantly challenged to do more with less. Obtaining certifications that are recognized across multiple partner organizations will ensure you are prepared to navigate the current healthcare landscape. We encourage every member to be proactive and lead the charge to redefine the role of Certified Dietary Manager. Multiple certifications recognized across multiple partner organizations are a mutually beneficial way to exceed employer expectations and deliver measurable outcomes.”

### Grow Your Team and Your Business with ACF Certification

ACF certification provides the following:

- Displays a benchmark of excellence to your co-workers and customers by demonstrating professional standards in culinary skills and knowledge.
- Increases your credibility within your culinary team.
- Motivates your team to improve professionally and remain current by knowing you value both your skills and their skills and support lifelong learning.
- Improves recruiting, training and retention success, and complements existing professional development programs.
- Impacts bottom-line as certified culinarians and chefs provide results quickly to an organization.

### Certification Concierge—At Your Service

To support ANFP’s Culinary Task Force in promoting this opportunity to increase your certifications, ACF has available the Certification Concierge Service, which:

- Appoints a dedicated account representative to streamline the certification process.
- Identifies the level of certification best suited for each candidate and establishes a tailored action plan.
- Provides resources to answer questions and promote teamwork and camaraderie.
- Motivates candidates throughout the process with articles and relevant materials.
- Assists with identifying written and practical certification test sites.
- Provides tracking tools to help employees meet recertification requirements.
- Streamlines the process to allow for presentation of your certification at the culmination of the conference or event.

Your Culinary Task Force will continue to meet monthly or more often if necessary. We’ve been providing input to various departments at ANFP Headquarters regarding how we might best meet your needs. We want to know your thoughts and what you’d like to see from us as a task force as it relates to food, foodservice, culinary and pastry arts, etc. We are also approaching this from the ACF membership side, where we are
To support ANFP’s Culinary Task Force in presenting this opportunity to increase your certification, the ACF has available the Certification Concierge Service.

recruiting new ANFP members who have moved into new roles as dietary managers.

Please join us by stepping up, staying ahead, and not being left behind. Add to your credentials by engaging with the ACF certification program. We’re here to help if you’re interested in enhancing your professional education by becoming ACF certified.

Just imagine attending an ANFP Regional Meeting or the National Leadership Conference and potentially leaving with another certification for your list of accomplishments. I know firsthand from observing the successful pilot of the ACF concierge program at the Association of Healthcare Foodservice national meeting this past summer, it is quite the feeling to receive your approved certification in front of your peers at the final dinner and meeting.

Please send any questions or express your interest to either of the Culinary Task Force co-chairs—Nick Nickless at nickless00@aol.com, or Michael Roddey at chef@chefroddey.com.

To support ANFP’s Culinary Task Force in presenting this opportunity to increase your certification, the ACF has available the Certification Concierge Service.

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Please send any questions or express your interest to either of the Culinary Task Force co-chairs—Nick Nickless at nickless00@aol.com, or Michael Roddey at chef@chefroddey.com.
New Year Greetings

It’s hard to believe it’s already January. I hope 2014 is off to a great start for you.

The fall months were used to evaluate ANFP’s strategic plan and to make sure we are moving forward in the direction that the Board of Directors has requested. I’m pleased to provide you with the following update.

Nutrition & Foodservice Education Foundation

December 3 marked the National Day of Giving. The idea is to celebrate and encourage charitable activities that support non-profit organizations. Members of all three of our governing boards were contacted and asked to donate to our Nutrition & Foodservice Education Foundation (NFEF). I’m proud to say that our board members were generous in their donations, but now we are requesting help from you, our ANFP members. The goal is to raise $75,000 by May 31, 2014.

Why donate? The new Foundation is now offering more value to our profession than ever before. Just one example is the research recently conducted on emerging trends in the dining habits of long-term care residents that debuted via webinar on December 4. Soon the Foundation will be announcing new support for scholarships and new research initiatives. Through these efforts, we will raise the visibility of the CDM credential and the role of the CDM as the expert in the profession of foodservice management and food safety. The Foundation is here for you, but it needs your support to succeed. Please join us by donating today at www.NFEFoundation.org. Click on the “Donate” button to make your contribution.

The Foundation is here for you, but needs your support to succeed. Please join us by donating today at www.NFEFoundation.org. Click on the “Donate” button to contribute.

Wishing everyone a Happy New Year!

Paula Bradley, CDM, CFPP is ANFP’s 2013-14 Chair of the Board.
2013-2014 BOARD OF DIRECTORS

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COMING JUNE 2014!

Association of Nutrition & Foodservice Professionals presents:

2014 National Leadership Conference & Expo
CHANGE, CHOICE & OPPORTUNITY.

Participate in a new wave of culture change effecting organizational practices, relationship dynamics, and the foodservice industry at this summer’s National Leadership Conference & Expo!

2014 National Leadership Conference & Expo
June 21-24, 2014
Hyatt Regency Minneapolis
Minneapolis, MN

Watch for more information coming to the ANFP website. www.ANFPonline.org
2014 CDM Exam Candidate Handbook Available

The 2014 CDM Credentialing Exam Candidate Handbook is available online. The handbook contains exam details, including eligibility requirements and the application.

Beginning in 2014, the CDM credentialing exam will be offered year round at more than 190 approved computer testing centers. This means candidates can schedule their exam on the date and at the testing location of their choosing after they meet CBDM requirements and receive confirmation from ANFP that their application has been approved. The first available test date will be March 5, 2014.

To download the 2014 CDM Credentialing Exam Handbook, visit www.ANFPonline.org

Happy Anniversary!

These ANFP state chapters are celebrating a milestone anniversary in 2014.

50 YEARS
Iowa ANFP
Tennessee ANFP
Wisconsin ANFP

45 YEARS
Maryland, Delaware, and DC ANFP
Massachusetts ANFP
Minnesota ANFP
Missouri ANFP
New Jersey ANFP
New York ANFP
North Carolina ANFP
North Dakota ANFP
Oregon ANFP
Texas ANFP

40 YEARS
South Carolina ANFP

Find more information at www.ANFPonline.org/Chapters

Express Your Voice - ANFPConnect is an online community where you can quickly and easily communicate with colleagues in the foodservice industry.

Share Your Expertise - Who knows more about the industry than you? Share knowledge that benefits the entire member community.

Streamline Your Online Experience - Network with your colleagues, get event information, news items, and participate in discussion forums all in one convenient place.

Watch the ANFP website for more information.

JANUARY CE MONTHLY SPECIAL

Leadership Through Change

Master Track Book
PDF Download

Find a wealth of ideas in this Master Track for successfully navigating change within your organization. It’s also a useful resource for examining critical personal development changes necessary in your evolution as an effective leader. Full of case examples and actionable steps, this title is a must-read for your leadership library.

Book #LE5

Discounted Price: $20
Special members-only pricing is good through January 31, 2014.

Order at: www.ANFPonline.org/market

SAVE 20%
Call for Volunteers

ANFP’s Leadership Development Committee is seeking nominations for individuals interested in serving on the 2014-15 ANFP Board of Directors or the Certifying Board for Dietary Managers. Board members make policy decisions, interpret bylaws, and are committed to advancing the mission of the certified dietary manager as the expert in foodservice management and food safety.

If you have solid volunteer experience, good communication skills, and are eager to contribute to the advancement of ANFP, you may be a great candidate for a national leadership position. We also encourage you to recommend an ANFP colleague to consider getting involved.

The Leadership Development Committee will recommend a slate of qualified candidates for officer and director positions to the ANFP Board and the Certifying Board. This slate will be announced to the membership in March 2014.

Take this opportunity to explore leadership in ANFP or the CBDM! Download a Nomination Form at www.ANFPonline.org. Nomination forms are due at ANFP by January 31, 2014.

Annapurna Program: Call for Participants

The HCI Annapurna program is a two-way exchange program designed for catering and foodservice management professionals interested in experiencing first-hand, best practices of their colleagues around the world.

Participation in the Annapurna program offers many benefits including relationship building, diversification of networks, education, new work experiences, and fun!

Visit the HCI website at www.HCIglobal.org or contact Bill St. John, HCI Executive Director, at hcibsj@gmail.com for more information. Your ANFP Liaison to HCI will also gladly answer questions or assist you. Contact Deb Dawson, CDM, CFPP at d3cdm@hotmail.com or (515) 270-1100 x138.
Nutrition & Foodservice Edge

New FDA 2013 Food Code

Thursday, January 30
1-2:30 pm CST (90 min.)

Cost: $25

Presenters:
Glenda R. Lewis, MSPH and
Veronica Moore, MS, LEHS, REHS

Both speakers are employed by the Food and Drug Administration. Lewis has played a major role in the development of the 2013 FDA Food Code.

Sign up at www.ANFPonline.org

Learn from two noted FDA experts about the updated 2013 Food Code, the basis for the changes, and how changes will affect your facility. This webinar includes special emphasis on new and revised Food Code measures that will help you control risk factors which contribute to foodborne illness.

Learning objectives:
• Identify changes in the 2013 Food Code.
• Understand the rationale for changes significant to public health and the resulting impact on hospitals and nursing home food service.
• Recognize the importance of controlling foodborne illness risk factors in the healthcare foodservice setting.

1.5 Hrs. SAN CE

Food Protection Connection

Following are answers to the “FDA Releases 2013 Model Food Code” review questions printed on page 14.

Please remember to complete the two short essay questions before submitting the CE form.

Leadership Connection

Following are answers to the “Never Stop Learning: The Importance of Professional Education” review questions printed on page 25.

Please remember to complete the two short essay questions before submitting the CE form.

Certificate of Completion

This certifies that

Has successfully completed the review questions for the Nutrition & Foodservice Edge article:

FDA Releases 2013 Model Food Code
Offered by ANFP
Approved for 1 hour of sanitation CE credit.

Date __________________

Note: This is not valid for CE reporting for certified dietary managers. CDMs need to complete and mail the CE reporting form that accompanies the article.

CPE # D1005  ANFP # 159952

Certificate of Completion

This certifies that

Has successfully completed the review questions for the Nutrition & Foodservice Edge article:

Never Stop Learning: The Importance of Professional Education
Offered by ANFP
Approved for 1 hour of CE credit.

Date __________________

Note: This is not valid for CE reporting for certified dietary managers. CDMs need to complete and mail the CE reporting form that accompanies the article.

CPE # D1005  ANFP # 159954

Archived webinars are available in the ANFP Marketplace:
www.ANFPonline.org/market
Meet a Member
by Laura Vasilion
Laura Vasilion is a senior writer for Nutrition & Foodservice Edge magazine.

Multi-Talented Chef Takes His Skills and Energy on the Road

Shawn Bucher of Salt Lake City, Utah, is a certified executive chef (CEC) and a certified culinary educator (CCE) through The American Culinary Federation. He is also a certified food executive (CFE) through the International Food Service Executives Association, and a certified culinary professional (CCP) through the International Association of Culinary Professionals. In addition, he has earned his certified dietary manager, certified food protection professional (CDM, CFPP) credential through the Association of Nutrition & Foodservice Professionals.

Since 2012, Bucher has worked as a success coach for Don Miller & Associates (DM&A), the largest healthcare foodservice consulting firm in the country, based in San Diego, Calif. Before joining DM&A in 2012, Bucher worked with leading industry equipment manufacturers as a support chef, traveling across the country to assist everyone from local independent foodservice outlets to national restaurant chains with research and development and general support. He also assisted in developing new foodservice concepts and fixing struggling operations.

The author of The First Timer’s Cookbook and The First Timer’s Bakebook, Bucher is passionate about teaching and is an active mentor in the national high school cooking program ProStart.

On a typical day, Bucher is at an account by seven in the morning, meeting with staff, making the rounds with them, and putting together a to-do list for issues to address. But as a chef, dietary manager, and success coach, he also fields calls from other clients during the day, as well.

“I do pretty much what a dietary manager would do except that I am doing it for a number of different facilities. People will call about compliance issues or ask for a recipe, that’s pretty common. So I am kind of jumping around, constantly switching my mind, things like that. I might be talking to a high level executive who needs finance questions answered right away, and then in the next moment I’ll be explaining to someone why we break down boxes. It’s good, though, because I’ve always been the kind of person that needs to do multiple things.”

Bucher also teaches. In his book, The First Timer’s Cookbook, he wanted to show people how to cook rather than what to cook. Encapsulating his vast knowledge of food and cooking, he set out to give people the skills necessary to cook anything they wanted.

“For example, I figured that if people knew at what temperature protein coagulated they’d understand that cooking it at a lower temperature kept it juicy and tender. Once they learned the principles in the book, they could cook anything they wanted. After the publisher went bankrupt in 2008, we parted ways and I went out on my own. I designed a whole curriculum around the books and taught classes for 200 people all the way down to two people,” said Bucher.

After that experience, Bucher decided to take his teaching in another direction. Utilizing contacts he had in the foodserv-

Continued on page 40
vice equipment manufacturing industry, he negotiated a contract with his contacts and traveled the country teaching people how to cook on his clients’ equipment.

“Before Wolfgang Puck’s flagship restaurant, Spago, reopened I went in and did the training on the equipment for him. I also did a lot of the same kind of work for Starbucks.”

Bucher said he got into the food industry by accident. An artist at heart, he took every art class his high school offered and, when he ran out of options, he decided to try culinary arts through a vocational program.

“I saw the class listed in the catalog and thought it was an art class. I figured I’d be doing watermelon carvings. Things like that,” he said, laughing. “I get in there the first day—I’m 15 years old—and the teacher says, ‘Okay, we’re going to cook lunch for 100 people.’ And I thought, what did I get into?”

Not long after that, Bucher got the unique opportunity to cook at Salt Lake City’s Energy Solutions Arena—previously called Delta Center. Over the course of three years, he got to cook for an impressive line-up of people, sealing his interest in cooking as a career.

“I cooked for Aerosmith, Britney Spears, and Michael Jordan. It was heady stuff, but one thing I learned very quickly was no matter who they were, they wanted the same thing we all want: good food.”

Bucher, who is married and the father of a 15 month-old son, says balance is his biggest challenge these days. However, for someone who works 60 hours a week, it is crucial.

“I work hard and efficiently so that when I walk in the door at night there is only one thing I am focusing on: my family.”

Continued from previous page
Calling all CDM® | CFPP®s!

To maintain your credentials, you must earn 45 hours of continuing education (CE) every three years. At least 5 of those CE hours must be in food safety and sanitation topics. If 2014 marks the end of your 3-year reporting period, May 31 is fast approaching. The good news is CE opportunities abound! Here are 7 possible options.

1 NEW CE BUNDLE
- Earn 45 hours of CE: $120 ($6.33 per CE)
- Includes two online courses and one hard copy book

OTHER BUNDLES
- Culture Change Webinar Bundle 6 CE
- Survey/Regulations Webinar Bundle 6 CE
- MDS 3.0 Book Bundle 10 CE

2 NEW ONLINE COURSES
- Professional Ethics 20 CE
- HR Toolkit for Managers 20 CE
- Medical Terminology & Drug Nutrient Interaction 20 CE
- Modified Diets & Concepts in MNT (recently updated) 25 CE

3 NEW CERTIFICATE OF ADVANCED LEARNING
- Building on Medical Nutrition Therapy Basics 30 CE

4 WEBINARS
- Archived Webinars 1.5 - 2.0 CE

5 MAGAZINE ARTICLES
- Online or in Nutrition & Foodservice Edge®
- Food Protection Connection 1 SAN CE per article

6 MASTER TRACK BOOKS
- Buy a series and save! 15 CE per Series
- Subject Areas: Human Resources, Management, Nutrition & MNT, Food Safety & Sanitation, and Leadership

7 ANFP LIVE MEETINGS
- District & State Chapters
- Regional Meetings
- National Leadership Conference

Memories That Will Make You Smile

Fieldstone Bakery® provides a variety of national best-selling snacks with decades of proven consumer appeal. Our fresh baked goods are individually wrapped for a variety of eating occasions and will fulfill many dietary requirements.

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