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Make the Holidays Merry for Your Residents

A delicious holiday meal is one of life’s great joys. As the season of good eating approaches, I’m anticipating the kitchen traditions I’ve enjoyed since childhood. My fondness for the meal goes well beyond the main entrée. Just as important is the relish tray with the pitted black olives that we’d jam onto our fingertips as kids. And the fact that the holiday table features real salted butter for our bread rolls instead of a better-for-you substitute.

Residents and patients have the same love of good food and memorable traditions at this time of year, so it’s important that seasonal menus reflect that. Ask someone the key to perfect holiday sweet potatoes and they may proclaim a toasted marshmallow topping, while another will counter that toasted pecans are a must. If you can offer both varieties of spuds, you will be honoring and satisfying both traditions.

Our cover story outlines what three experienced chefs are preparing for clients this holiday season. Their menus are traditional—with a twist. All are designed to exceed customer expectations, while giving them a taste of home.

Whether you’re gearing up for Thanksgivving and Hanukkah (both fall on the same day this year), or for Christmas and Kwanzaa, keep your clients and their preferences in mind as you establish your menus. See page 16 for Holiday Meal Planning ideas.

Want to boost the nutrient content of foods? While important for everyone, it’s especially critical for those at nutritional risk. Our page 23 Stealth Health article makes the case for fortifying foods with nutrients for the ultimate goal of fighting disease and enhancing health. Make every bite count by making your meals a nutritional powerhouse.

This month we provide an excellent article on Lean Six Sigma. If you want to deliver quality and efficiency, take a closer look at this concept. Similar to the QAPI process in long-term care, Lean Six Sigma is gaining ground in hospitals as a way to improve systems. Learn more about it beginning on page 28.

And finally, this month we publish our annual Foodservice Software Buyers Guide. Printed on page 27, the guide outlines several foodservice-focused software providers. It’s a great resource if you are in the market for new programs to assist with nutrient analysis, food costing, staff scheduling, or a myriad of other functions.

Happy holidays from ANFP! We hope the year ahead will bring good health and abundant blessings. ☺
How to Thaw Your Bird and Other Tips for Successful Holiday Cooking


The information in My Cooking Coach is from a revised version of The Essential Cook, by Charles Delmar, winner of the Writings Award from the International Association of Culinary Professionals.

The most novel element of My Cooking Coach is its Master Recipes. (Neither the book nor the website has any conventional recipes.) Each Master Recipe provides step-by-step instructions for cooking a basic food, specialty dish, and sauces using a particular method or technique. How to Roast Poultry, for example, provides detailed instructions for roasting any bird in the poultry family with cross references to related topics, such as How to Make Gravy.

A first-of-its-kind Glossary/Index is used in both the website and book to make as many as five elements of basic cooking knowledge—Definition, Description, Cook’s Guide, Cooking Considerations and Master Recipes—available for more than 1,000 terms used in recipes. More than 5,000 hyperlinks in the website, or abundant page references in the print edition, make each element easily accessible. Both the website and the book can also be read as an informative and interesting textbook from its Contents in Brief.

From Part One: First You Steal a Chicken: How to Plan, Select, Store, Prepare, Cook, Flavor and Serve Most Foods, through Part Three: How to Set a Dining Table and Other Facts of Life, with How Good Cooks Do It: Basic Cooking Methods and Techniques in between, My Cooking Coach uses clear, direct language and more than 400 informative illustrations to explain the basic whats, whys and how-tos of foods and ingredients, as well as cooking methods and techniques.

MyCookingCoach.com also provides links to other websites where users can find tested recipes, video cooking lessons, and recipe management tools.

Visit MyCookingCoach.com

Continued on page 5
A Smile for Every Style.

To you it’s portion control. To them it’s a chance to pick and choose their favorite flavors and make each bite their own. Whether it’s jams, jellies, preserves, honey, peanut butter, or syrup, Smucker’s® has a full line of products to accommodate every taste and bring a smile to every face.
Apples—
From Bust to Boon

This year’s Michigan apple crop runneth over. Last year’s crop was decimated by late frosts, and the feeble harvest yielded a mere 2.7 million bushels for growers. This year, however, is shaping up to be a record year, projected to top 30 million bushels.

“This year is a limb-busting crop: some of our branches are so full with apples that they snap with a little help from the wind,” said Adam Dietrich, grower at Leo Dietrich and Sons, based in Conklin, Mich. “A single tree from 2013 is producing more than an 8-acre block of trees did in 2012.”

To produce the best apples, growers must treat their fruit like babies, from bud to bushel basket. And to maintain apples’ peak flavor during storage, in many varieties, they need to be lulled to sleep. Refrigeration has long been used by growers and grocers to lengthen shelf life. Recent innovations by growers and packers, however, combine refrigeration with reduced oxygen levels. This technique has added months to the life.

“Controlled-atmosphere storage, a refrigerated room with reduced oxygen levels, suspends the ripening process in many varieties of apples,” says Randy Beaudry, Michigan State University Ag Bio Research horticulturist. “In a sense, we are lulling them to sleep and increasing the time that they can remain in storage.”

Growers have nearly mastered storing varieties such as red delicious and McIntosh. However, some of the prized varieties, such as Honeycrisp, remain mysterious. MSU researchers are tackling the vexing problem of prolonging Honeycrisp apples’ tolerance for storage.

“Honeycrisps are sensitive to refrigeration and low oxygen levels,” he said. “We are working on techniques to condition them prior to storage, which lowers this sensitivity and increases storage times.”

Create Flavorful Winter Soups for National Soup Month

With National Soup Month in January, now is the ideal time to ready your menu with hot winter soups. MINOR’S®, maker of bases crafted with the finest natural ingredients, has a wide variety of savory recipes to inspire your made-from-scratch soup offerings. Make your in-house soups, sauces, and gravies flavorful with poultry, meat, seafood, vegetable, low sodium, and tested gluten-free options.

Visit flavormeansbusiness.com

Continued from page 3

Visit msutoday.msu.edu

Continued on page 6
15 Tips to Keep Reflux at Bay During the Holidays

T he International Foundation for Functional Gastrointestinal Disorders (IFFGD), in honor of the 15th Annual GERD Awareness Week, offers up 15 suggestions for curbing gastroesophageal reflux disease symptoms this holiday season.

GERD Awareness Week takes place each year during the week of Thanksgiving, a time when heartburn, the most common symptom of GERD, can put a damper on festivities like family meals and football parties.

“It’s not uncommon for people to get heartburn now and then, but individuals with GERD more regularly experience heartburn,” said Nancy Norton, president and founder of IFFGD. “It’s important that those with GERD work with their doctors to develop a personalized treatment plan, but there are also general strategies that can help minimize symptoms.”

Here are 15 tips to help reduce symptoms this holiday season:

1. **Schedule an Earlier Meal.** It’s best not to eat late at night if you suffer from GERD.
2. **Serve Light Appetizers.** Fatty foods like chips, dips, and cheeses are slow to empty from the stomach and more likely to aggravate symptoms.
3. **Stay Active.** Stick with your exercise routine during the holidays, as weight loss can help alleviate GERD symptoms.
4. **Don’t Smoke.** Nicotine weakens the muscles within your food pipe that prevent back flow (reflux) of stomach contents.
5. **Nix the Juice.** Citrus fruits and juices, like grapefruit, can exacerbate GERD symptoms.
6. **Season Lightly.** Spicy foods, as well as things like onions and garlic, often bother people with GERD and make heartburn worse.
7. **Limit Your Drinks.** Whether wine at dinner or beer during the game, alcohol can worsen reflux.
8. **Pass on Deep-Frying Your Turkey.** Fried foods are known to exacerbate GERD symptoms.
9. **Use Smaller Plates.** Eating large meals can trigger symptoms, so try smaller meals spread throughout the day.
10. **Substitute Water for Soda.** Caffeinated and carbonated beverages are both notorious heartburn aggravators.
11. **Watch the Desserts.** Chocolate might be a favorite, but it often bothers people with GERD.
12. **Skip the After-Dinner Mint.** Peppermint is another heartburn irritant.
13. **Slow Down.** Physical exertion after a meal can lead to reflux.
14. **Stay Awake!** While the turkey might make you sleepy, fight the urge to take a nap. Lying down within three hours after eating can cause GERD symptoms to flare up.
15. **Talk to Your Doctor.** An accurate diagnosis is the first step to receiving the most effective treatment.

“Heartburn that happens more than once a week, worsens, or continues over time may signal a more serious condition like GERD,” says J. Patrick Waring, MD, a gastroenterologist at Digestive Healthcare of Georgia in Atlanta.

GERD is a chronic disease that can occur when stomach contents repeatedly flow backwards into the esophagus (food pipe). Though generally treatable, serious complications can result if GERD is not treated properly. See your doctor if you have symptoms of GERD, like frequent or longstanding heartburn, difficulty swallowing, or a sour taste in the mouth among others. ©

Visit www.aboutgerd.org
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Forgiveness and the Future of our Food
Greg Christian

Greg Christian of Chicago is a sustainable foodservice consultant, chef, author, and entrepreneur. A former caterer, Christian brought his delicious, cost-effective, and environmentally responsible cuisine to clients such as Harpo Studios, Microsoft, and the U.S. Green Building Council.

These days, his primary focus is on his consulting company, Beyond Green, which offers measured strategies and solutions for organizations interested in developing sustainable food-service programs. In his memoir, Food and Forgiveness: How a Chicago Chef Came Around, Christian talks about his quest to help heal our country’s food system and be better stewards of its bounty. Christian has first-hand knowledge of the inefficiencies in our food and institutional kitchens. As a sustainability consultant, he zeroes in on the waste in systems to offset the cost of investing in healthier food options. From operating a zero-waste kitchen to creating the Organic School Project in Chicago Public Schools and planting Chicago’s first organic vegetable school gardens, Christian is a pioneer in the food sustainability movement and a tireless advocate for better food for school children.

Why is sustainable foodservice so important to you?
Frankly, our food system is stuck. Back when I was a chef, I never questioned where my food came from. As a chef, I thought for the longest time that I was on the planet to make food taste good. I studied with two great chefs. Like all the chefs I knew, I was chasing the flavors. Beating a path to a James Beard Award. At the time, everything was working for me. Then I got married and had a daughter who developed severe asthma and allergy problems. We took her to so many doctors but she kept getting sicker. After about 40 trips to the emergency room, my wife (former wife now) suggested we try putting our daughter on an all-organic diet. I rolled my eyes, because I’m flying around the country cooking for people in high places and I am not convinced this is going to help. However, because my daughter just wasn’t getting any better, we decided to go for it and pursue alternative medicine options.

Within a month of following this new diet, my daughter was much, much better. She had the asthma under control. She is 21 now. She isn’t cured, but when she eats right, she is so much better.

So, that experience led you to your interest in sustainability?
Yes. I started calling my vendors and asking them where my food comes from, how it is made, and nobody could answer a single question. The chicken guy knew how long it took a chicken to produce an eight ounce breast. But that was it. One vendor told me our food could come from as many as 80 different sources.

About this time, sobriety came for me, which was a blessing. I began thinking more spiritually about the world and, in particular, about our connection to our food—how it is made, where it comes from.

I was given the gift of being able to make food taste good. But I wanted to do something bigger than being a chef and caterer. I wanted to help heal our food system. I wanted to create a food system that works for everyone.

That is a massive undertaking. Where do you begin?
With forgiveness. I learned that while I was getting sober. To dream a new dream for the food system it is necessary to open our minds through our hearts, not the other way around. We are all in a battle for the moral high ground when it comes to our food. But change only comes without condemnation. We
can’t be disrespectful of the current reality, because on many levels it has worked. Yet to have a vision for the future, we need to come together and talk to each other. If forgiveness is not a part of that, the tension is unbearable and nothing gets accomplished.

**Can you expound on the issue of forgiveness?**

Sure. Once we have mastery in what we do, it’s just normal to think we know. And once we think we know, it’s easy to fall into, “We’re right, and they’re wrong.” Whatever the new idea is, it is easy to think “they’re” wrong. There are a hundred reasons—in this case for sustainability—why we don’t bare ourselves. We hunker down because we have mastery. And once we get a glimpse of another way, a flood of guilt can happen. We have a choice when that happens. We can go back to personal mastery and say, “I peeked and it costs too much.” Or “No little farm will ever have enough food for my big hospital. Ever.” And so that’s one way to go. The other way to go is to simply forgive ourselves for not knowing. For being ignorant. I don’t mean that in a disrespectful way. So true forgiveness, forgiving ourselves, is about just not knowing.

**How are you accomplishing that?**

There is no manual written for it. It will continue to evolve. But I am dedicating my life to moving the food system to a more sustainable one. I think the first step is through school food service. That’s why I started the Organic Food Project in Chicago. I had been Mayor (Richard) Daley’s caterer, so that helped open some doors for me. I am really proud to say that we built the first organic vegetable garden in a school through this project.

Then I started Beyond Green, my sustainable consulting company.

**If you could cook a meal for anyone—living or deceased—who would that be and what would you cook for them?**

I’d like to cook for Jesus Christ. I would go to the market and pick four fresh ingredients and cook him a meal from that. Maybe lamb and garlic and vegetables. Something simple, but fresh and flavorful.

**Whom do you most admire and look up to as a mentor?**

My dad. He walked in forgiveness and loving. Most of the time.

**In your opinion, what is the most essential quality needed to be a leader in your profession?**

Knowing when to persevere or to pivot.

**Finally, what advice would you give someone who wanted to follow in your footsteps?**

Honor all.

**Learn more about Beyond Green Sustainable Food Partners at www.beyondgreenpartners.com**
Get the Edge on Egg Safety
You will find eggs and egg products in just about every foodservice facility. A good source of protein, vitamins, and other important nutrients, eggs are one of nature’s most nutritious and economical foods. Unfortunately, they can also carry Salmonella. Eggs not only need to be controlled for allergen purposes within a kitchen, but for food safety as well.

The Centers for Disease Control and Prevention (CDC) reported in 2012 in their Food Safety Progress Report that the incidence of foodborne illnesses associated with Salmonella is stagnant, showing no significant increase or decrease from prior years. The CDC indicates that for every Salmonella case reported, there are 29 cases not diagnosed. Between May 1 and September 12, 2010 over 1,600 reported cases of Salmonella enteritidis (SE) were associated with contaminated shell eggs. We are not out of the woods yet in effectively reducing Salmonella illness.

Salmonella infection is usually caused by eating raw or undercooked meat, poultry, eggs, or egg products. The incubation period ranges from several hours to two days. Signs and symptoms of Salmonella infection generally last 4–7 days. Symptoms may include nausea, vomiting, abdominal pain, diarrhea, fever, chills, headache, muscle pain, and occasionally blood in stool. Salmonella enteritidis is most often associated with eggs and egg products.

America’s egg producers work closely with their state regulatory agencies, the Food and Drug Administration (FDA), and the United States Department of Agriculture (USDA), as well as various industry groups to ensure egg safety programs are properly implemented to provide consumers with the safest eggs possible. Just as producers are doing their part to help control the spread of Salmonella, the foodservice industry and consumers must do the same. Though eggs are not the only culprit causing Salmonellosis, they are highly implicated. Understanding the egg and bacteria interaction is important in controlling foodborne illness.

Bacteria can be on both the outside and inside of a shell egg. Eggs can become infected by fecal contamination when the egg exits the hen’s body or by dirt or dust in the environment. This is why eggs are washed and sanitized at the processing plant. Bacteria can also be inside an uncracked, whole egg. Contamination of eggs may be due to bacteria within the hen’s ovary or oviduct being transferred to the contents before the shell forms around the yolk and white. The inside of an egg was once considered almost sterile. Scientists have found that SE has the ability to grow both in the egg yolk and white. According to the Egg Safety Center, research shows that, if present, most bacteria are usually in the yolk. The yolk contains nutrients that bacteria need to grow. Bacteria have also been found to grow in the egg white, however not as often as in the yolk. This is why the Egg Safety Center and FDA advise not to eat raw or undercooked egg yolks and whites or products containing raw or undercooked eggs.

Temperature fluctuation is critical to egg safety. Eggs are required by law to be refrigerated as soon as possible after lay in ambient air temperature of 45°F or below. After eggs are refrigerated, it’s important to keep them that way. Eggs should be stored in the coldest part of the fridge (not near or on the door) in an area where the temperature is less likely to fluctuate. A cold egg left out at room temperature can perspire, enabling the growth of bacteria that could contaminate the egg. Refrigerated eggs should not be left out more than two hours prior to use.

If kept at 45°F or below, fresh shell eggs are safe to consume 4-5 weeks beyond the date on the carton. USDA-inspected eggs must carry the Julian date (consecutive day of the year calendar) for the date the eggs were packed. Some producers/packers voluntarily put an expiration date (EXP) on the cartons. This is the date which is recommended not to sell eggs beyond, but eggs are safe to eat well after that date if they were maintained safely.

You may now find pasteurized in-shell eggs in the marketplace. The FDA Food Code exempts pasteurized in-shell eggs from the definition of a potentially hazardous food. Likewise, the U.S. Department of Agriculture exempts pasteurized shell eggs from the requirement to carry a safe handling advisory statement.

Continued on page 12
Like all eggs, however, they must be refrigerated to maintain quality. Because these products are treated to destroy SE, they may be consumed safely without cooking and can be used when preparing lightly cooked foods (such as sauces, salad dressings, or French toast) without a consumer advisory. Liquid egg products and dry egg products are all required to be pasteurized and may be used uncooked or undercooked as well. Pasteurized egg products (in-shell, liquid, and dry) are being used more often to help ensure food safety, and are a good option if your facility is producing food for highly susceptible populations who are more vulnerable to SE. Though these products may be used to protect high-risk populations, cooking fully is still recommended for high-risk persons.

With new federal guidelines (Egg Rule) for egg producers, combined with the vigilance of the foodservice industry and knowledgeable consumers, we have the ability to reduce the incidence of Salmonella.

**EGG SAFETY TIPS**

- Only buy refrigerated eggs from a reliable source.
- Make sure eggs have clean shells that are not cracked.
- Refrigerate eggs promptly after delivery.
- For best quality, use raw eggs within three weeks of purchase.
- You do not need to wash eggs purchased from retail outlets. They are cleaned and sanitized at the processing/packing operation.
- When handling eggs, don’t forget to wash your hands, surfaces, and equipment prior to and after handling raw eggs or products containing raw eggs. The one good thing about SE is it’s killed by cooking. That does not negate the fact that if you do not keep your hands, equipment, and work surfaces clean, you could re-contaminate the product after cooking.
- Cook eggs until they are firm. Scrambled eggs should not be runny.
- The FDA Food Code requires eggs cooked for immediate service to a customer’s order to reach 145°F for 15 seconds, if a consumer advisory is not provided. Eggs not prepared for immediate service should be cooked to 155°F for 15 seconds, if a consumer advisory is not provided.

**INTERESTING EGG FACTS**

*From www.incredibleegg.org*

- Each of the roughly 280 million laying birds in the U.S. produces 250 to 300 eggs a year. In total, the U.S. produces about 75 billion eggs a year — about 10 percent of the world supply.
- In modern henhouses, computers control the lighting, which triggers egg laying. Most eggs are laid between 7 and 11 a.m. A hen requires about 24 to 26 hours to produce an egg. After the egg is laid, the hen starts the process all over again about 30 minutes later.
- About 60 percent of the eggs produced in the U.S. each year are used by consumers and about 9 percent are used by the foodservice industry. The rest are turned into egg products which are used mostly by foodservice operators to make restaurant meals and by food manufacturers to make foods such as mayonnaise and cake mixes.
• Egg size and grade are not related to one another. Size is determined by weight per dozen. Younger hens tend to lay smaller eggs. The size increases as the hen grows older and bigger. Grade refers to the quality of the shell, white, and yolk and the size of the air cell.

• The white of a Large egg measures about 2 tablespoons of liquid, the yolk is about 1 tablespoon, and the whole egg is about 3 tablespoons.

• Yolk color depends on the plant pigments in the hens’ feed. Natural yellow-orange substances, such as marigold petals, may be added to light-colored feed to enhance color. Artificial colors are not permitted.

• The eggshell accounts for about 9 to 12 percent of an egg’s total weight, depending on egg size. The hen uses about the same amount of calcium carbonate and other minerals to make a shell, no matter how big the egg, so the shells of smaller eggs are usually thicker and stronger than the shells of larger eggs.

• There are 7,000 to 17,000 tiny pores on the shell surface, a greater number at the large end. As the egg ages, these tiny holes permit moisture and carbon dioxide to move out and air to move in to form the air cell. The egg can also absorb refrigerator odors through the pores, so always refrigerate eggs in their cartons.

• Double-yolked eggs are often produced by young hens whose egg production cycles are not yet completely synchronized. They’re often produced, too, by hens which are old enough to produce Extra Large-sized eggs. Genetics is also a factor. Occasionally a hen will produce double-yolked eggs throughout her egg-laying career. It’s rare, but not unusual, for a young hen to produce an egg with no yolk at all.

Melissa Vaccaro, MS, CHO is a Food Program Specialist for the PA Department of Agriculture and an Executive Board Member for the Central Atlantic States Association of Food and Drug Officials (CASA). Contact her at mvaccaro86@gmail.com

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 36. This “self check” allows you to confirm your understanding of the test questions.
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**Review Questions**

Reading *Get the Edge on Egg Safety* in this magazine and successfully completing these review questions has been approved for 1 hour of sanitation continuing education credit for CDM, CFPPs. The article and questions are also online at www.ANFPonline.org/CE/food_protection.shtml.

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### Please Mark Your Answer

1. The specific pathogen of concern associated with eggs and egg products is
   - A. Salmonella typhi
   - B. Salmonella enteritidis
   - C. Salmonella eggidis

2. Salmonella infection is usually caused by eating
   - A. Raw or undercooked meat, poultry, eggs, or egg products
   - B. Raw or undercooked pasta, vegetables, or eggs
   - C. Only raw shell eggs

3. Bacteria on an egg can be found
   - A. In the yolk and on the shell
   - B. In the white and on the shell
   - C. In both the white and yolk and on the shell

4. Research indicates that most bacteria in the egg is found
   - A. In the yolk
   - B. In the white
   - C. Equally in both the yolk and white

5. Eggs are required by federal law to be refrigerated as soon as possible after lay in ambient air temperature of
   - A. 45˚F or below
   - B. 41˚F or below
   - C. 60˚F or below

6. Which product can be used uncooked or undercooked?
   - A. Manufactured liquid egg product
   - B. In-shell pasteurized eggs
   - C. Both A and B

7. The incidence of foodborne illness associated with Salmonella over the past few years is reported by CDC to have
   - A. Increased by 10 percent
   - B. Not increased or decreased
   - C. Decreased by 9 percent

### 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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Comply with the FDA Food Code and CMS.

Pasteurized shell eggs are not a PHF (TCS).

The Safest Choice™ patented, all-natural, award-winning egg pasteurization process meets rigorous food safety standards such as the FDA Food Code and CMS 371. Enjoy exceptional menu versatility with a favorite comfort food—perfect for on-demand dining and culture change!

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Has your state mandated compliance with the 2009 update of the FDA Food Code? Do you need information about FDA Food Code best practices?

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Visit SafeEggs.com/ANFP for the free FDA Food Code Compliance Kit, free culture change resources, free inservices, and free CE!
Three Chefs, Three Regions, Three Innovative Approaches to Holiday Meal Planning

by Laura Vasilion
The holidays are about getting together, sharing, and eating. Not necessarily in that order. Memories of past holiday meals heighten our expectations and appetites. But tweaking those cherished recipes and being open to new flavors can also usher in a new flood of memories. To illustrate this, we spoke with three seasoned healthcare chefs to get their advice on how to raise the bar for the special foods we will share and prepare this holiday season.

**SOUTHERN COMFORT**

Executive Chef Ryan Conklin
Raleigh, N.C.

Ryan Conklin, CEC, Executive Chef for Culinary and Nutrition Services at Rex Healthcare in Raleigh, N.C., is passionate about elevating traditional healthcare food to healthy, gourmet cuisine. He is a graduate of The Culinary Institute of America, where he won a gold medal in competition. Alton Brown, from the Food Network, was one of the judges. Conklin also cooked for high profile guests at the Four Seasons hotel in Manhattan before heading to Ireland to work with another chef he met in culinary school. Conklin understands the need to present comfort food—in his case, Southern comfort food—to his healthcare clients during the holidays.

With a twist.

“In my mind, holiday food is upscale comfort food. You really want your guests to be excited about your menu, but you want to make it in a way that it is still approachable enough for them to enjoy. Because it is a holiday. Sometimes, I think when you go too far outside the box you ruin the experience for some of your clients. There are expectations people have of the kind of holiday foods they enjoyed growing up. So it’s a balance.

“For example, I will take the classic dishes and then get unique in the side dishes or accompaniments to them. I am always thinking about who is lying in bed, waiting for that meal, and how I can meet their expectations. I’m also thinking about what I want to showcase as the chef, always remembering to make the meal approachable to the clients. I know that their family will come and ask them what they had for their holiday meal, so it’s a great time to showcase my team’s ability by giving the clients meals they enjoy and are excited to talk about to their family and friends.

“For instance, a prime rib. That’s something I am thinking about for Christmas. Typically, we put that on our menu. But not just prime rib au jus, because that’s expected everywhere. Instead, we’ll serve our prime rib, which has been slow oven roasted, alongside some really unique sides, like caramelized red onion relish or gorgonzola horseradish sauce. We might order in some special rolls that day, like brioche rolls or pretzel rolls, so someone can make a really nice sandwich, if they want.

“Basically, we’re introducing new flavors, but we’re not overwhelming them. Turkey, the same thing. Maybe we’ll do a Southwest rub on the turkey and serve it with a mango chutney. Or maybe a perfectly roasted turkey with a baby arugula salad with a blood orange vinaigrette on the side. The intent is to create this perfectly crafted classic dish with a little twist on the side. A change from the normal dressing or roasted potatoes. It’s just another option that’s really light so that you can blend together both worlds.

“You still need to have the traditional options, like dressing, but don’t let that be all you offer. The holidays are a unique opportunity to introduce new flavors and foods into the menu. Arugula can be intimidating to someone who has never tried it and you don’t want people to not order the turkey because of the arugula. So you also offer them their traditional stuffing, as well. But you have the unique possibility of getting them to try that arugula salad and form a really pleasant memory of it because they ate it along with their perfectly roasted turkey. Or maybe I will offer, say, a traditional green bean casserole, but I dress it up by cooking it in individual ramekins instead of in just a large pan. You can do that with the mashed potatoes too. You can doctor them up with cheddar cheese and scallions and bake them in individual ramekins to make them look really special. If your facility doesn’t have the service ware for this, I advise you to rent them for this occasion. You will get a lot of bang for your buck in terms of patient satisfaction.

“Another easy dish that really highlights a region’s local food is to roast a collection of root vegetables in the oven together. Maybe a mix of parsnips, celery root, rutabaga, some carrots, and potatoes. A nice mix of all these seasonal root vegetables. Then you might take some local honey, and drizzle it over them. Every region produces its own honey, so that’s a really nice way

Continued on page 19
CARAMELIZED RED ONION MARMALADE  Serves 16

<table>
<thead>
<tr>
<th>Ingredient</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Onions</td>
<td>3 whole, sliced thin, about 1/4 inch thick</td>
</tr>
<tr>
<td>Red Wine</td>
<td>1 cup</td>
</tr>
<tr>
<td>Fresh Rosemary</td>
<td>1 tsp. chopped</td>
</tr>
<tr>
<td>Fresh Thyme Leaves</td>
<td>1 tsp. chopped</td>
</tr>
<tr>
<td>Balsamic Vinegar</td>
<td>1/4 cup</td>
</tr>
<tr>
<td>Light Brown Sugar</td>
<td>2 Tbsp.</td>
</tr>
<tr>
<td>Olive Oil</td>
<td>2 Tbsp.</td>
</tr>
</tbody>
</table>

METHOD
1. Place olive oil in a medium-sized sauce pan and heat. When the oil is hot enough, add onions and sauté at medium heat for 8-10 minutes, stirring well. At this point add red wine, vinegar, and brown sugar.
2. Bring to a boil, and simmer for another 10-12 minutes or until the liquid is reduced by half.
3. Add chopped fresh herbs, and cool mixture down. This makes a great accompaniment to roasted meats such as prime rib, turkey, leg of lamb, and chicken.

INDIVIDUAL SQUASH CASSEROLES  Serves 16

<table>
<thead>
<tr>
<th>Ingredient</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grated Fresh Squash (Yellow, Butternut or Acorn)</td>
<td>1 quart</td>
</tr>
<tr>
<td>Whole Milk</td>
<td>3/4 cup</td>
</tr>
<tr>
<td>Whole Eggs</td>
<td>3 each</td>
</tr>
<tr>
<td>Ritz Cracker Crumbs</td>
<td>12 oz.</td>
</tr>
<tr>
<td>Salt</td>
<td>1/2 tsp.</td>
</tr>
<tr>
<td>Ground Pepper</td>
<td>1/2 tsp.</td>
</tr>
<tr>
<td>Shredded Cheddar Cheese</td>
<td>1-3/4 cup</td>
</tr>
</tbody>
</table>

METHOD
1. Peel and grate the squash, then place it in a large enough bowl to add more ingredients.
2. In a separate bowl combine crushed crackers and cheese. Then take half of this mixture and add it to the squash.
3. To this, add the mixed eggs, milk, salt and pepper. Mix this until all ingredients are well incorporated.
4. Scoop about 4 oz. into individual size oven-safe ramekins, and fill to about 1/2-inch from the top. Then top off each portion with an even amount of the remaining cracker/cheese mixture.
5. Bake these at high heat in the oven, about 400 degrees for about 15 minutes, or until the internal temperature reads 160 degrees and the inside is bubbling hot.
to showcase a local producer. Then you throw in some thyme and roast it all together. That is really great.

“Because we’re in North Carolina, we often do a Southern style squash casserole, baked. It’s very popular in this part of the country and you can find hundreds of recipes for it online. It’s basically shredded yellow squash, tossed with eggs, Ritz cracker crumbs, and shredded cheddar cheese. It’s almost like a custard mixture. To make this comfort food more special, we bake it in individual ramekins. We top them with some more crushed-up crackers and cheese. It’s a Southern tradition and you can find hundreds of recipes out there for it. It really presents well on the plate. It gets all bubbly and crusty on the top. It’s golden brown with yellow popping out of it. That’s a really popular dish for us.”

CROSSROADS CUISINE

Executive Chef Shawn Bucher
Salt Lake City, Utah

Shawn Bucher, CEC, CCE, CCP, CEM, CDM, CFPP, of Salt Lake City, Utah, is a chef, author, and an executive success coach for DM&A (California). He is also a consultant chef for Turbo Chef Technologies, Inc. (Georgia), and Irinox, USA (Massachusetts). Bucher holds business degrees and certificates in culinary arts, hospitality, tourism management, accounting, and professional sales. He has won numerous awards and worked in most aspects of the foodservice industry as a chef, teacher, manager, and consultant for local and national restaurants, arenas, schools, hospitals, and hotels.

Much like his city, dubbed Crossroads of the West, Bucher embraces the intersection of flavors in his holiday meals.

Continued on page 20

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**SLOW ROASTED PORK LOIN**

Yield: 1 Pork Loin
(Serves 10-15 people)

<table>
<thead>
<tr>
<th>Ingredient</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pork Loin</td>
<td>1, full-sized</td>
</tr>
<tr>
<td>Sweet Onions</td>
<td>2, large</td>
</tr>
<tr>
<td>Expeller Pressed Canola Oil</td>
<td>1/2 cup and 1/2 cup (1 cup total)</td>
</tr>
<tr>
<td>Fresh Diced Garlic</td>
<td>1/2 cup</td>
</tr>
<tr>
<td>Salt</td>
<td>1/2 cup</td>
</tr>
<tr>
<td>Pepper</td>
<td>1/2 cup</td>
</tr>
<tr>
<td>Thyme (fresh or dry)</td>
<td>2 Tbsp.</td>
</tr>
<tr>
<td>Xagave (Agave Nectar)</td>
<td>1 cup</td>
</tr>
</tbody>
</table>

**METHOD**

1. Preheat oven to 425 degrees. Remove pork loin from the plastic and pat dry with disposable paper towels. Allow it to sit on a sheet pan at room temperature while you prepare the other ingredients. (You may have to cut it in half so it will fit.)

2. Clean and slice the onions and combine in a bowl with 1/2 cup of canola oil.

3. In a separate bowl, combine the other 1/2 cup canola oil, garlic, salt, pepper, thyme, and xagave and mix until consistent throughout.

4. Place onions and oil on a sheet pan and spread out so it covers the bottom of the pan evenly. Take your mix of xagave, oil, herbs, and spices and rub it evenly all over the pork loin.

5. Place the pork on the onion-lined pan and place, uncovered, into the preheated oven. Cook for 30 minutes at 425 degrees and reduce oven temperature to 170 degrees and cook for an additional 2-1/2 hours.

6. Remove from the oven and cover with foil and allow to sit for 20-30 minutes before slicing and serving.
“I entered a cooking competition utilizing Ocean Spray products a few years back. They wanted an innovative take on how to use their product line. This was the first competition I had ever entered. I was using a recipe I had done for years. I wanted to create something that could lighten things up for the holidays. So, basically, my recipe was a take on a caprese salad. Although it is more of a summertime dish, I thought I would give people something familiar but different for the holidays. So I created a holiday caprese salad.

“Instead of making a traditional basil pesto, I created a mint and almond pesto. I put that on the base of the plate. Then I added mozzarella and tomatoes. But instead of using balsamic vinegar, I used Ocean Spray cranberry juice and made a cranberry reduction. I added a bit of nutmeg to give it that holiday flavor.

As I said, I’d never entered a contest before, but this is a salad I would serve to 200 to 300 people. So I went ahead and entered and became a finalist.

“I also have been suggesting a product line called Better Body Foods to my clients. Everything is kosher, organic, and natural. They do some very innovative stuff. The agave they use is a white agave instead of blue. It’s never cooked so it’s a natural, raw product. I’ve been using that quite a bit as a sweetener because it has less calories, it’s low on the glycemic index, so basically it fits any and all diets. Even diabetics can have it. You use a lot less of it because it’s sweeter than other sweeteners.”

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**Ocean Spray Holiday Caprese Salad**

**Yield:** 4 servings

<table>
<thead>
<tr>
<th>Ingredient</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PESTO</strong></td>
<td></td>
</tr>
<tr>
<td>Olive Oil</td>
<td>1 cup</td>
</tr>
<tr>
<td>Cranberry Juice Blend</td>
<td>1 cup</td>
</tr>
<tr>
<td>Craisins® (Dried Cranberries)</td>
<td>1/2 cup</td>
</tr>
<tr>
<td>Fresh Lemon Juice</td>
<td>2 Tbsp.</td>
</tr>
<tr>
<td>Fresh Basil (2 leaves set aside for garnish)</td>
<td>2-1/2 oz.</td>
</tr>
<tr>
<td>Sliced Almonds</td>
<td>2 oz.</td>
</tr>
<tr>
<td>Fresh Mint (3 leaves set aside for garnish)</td>
<td>1/2 oz.</td>
</tr>
<tr>
<td>Salt and Pepper</td>
<td>A dash</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>CRANBERRY-NUTMEG REDUCTION</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cranberry Juice Blend</td>
<td>3 cups</td>
</tr>
<tr>
<td>Ground Nutmeg</td>
<td>1 tsp.</td>
</tr>
<tr>
<td>Beefsteak Tomato</td>
<td>1 large</td>
</tr>
<tr>
<td>Mozzarella Cheese</td>
<td>1, 8 oz. ball</td>
</tr>
<tr>
<td>Craisins® (Sweetened Dried Cranberries)</td>
<td>1/4 cup</td>
</tr>
<tr>
<td>Basil and Mint Leaves</td>
<td>garnish</td>
</tr>
</tbody>
</table>

**METHOD**

**To Make Pesto:**
Combine all pesto ingredients in food processor. Process on high speed for 2 minutes or until smooth.

**To Make Cranberry-Nutmeg Reduction:**
1. Pour cranberry juice blend into medium saucepan; bring to a boil over high heat. Reduce heat and simmer for 1 hour or until reduced to thin syrup consistency. Add nutmeg; stir until blended.
2. Slice tomato into 4 or 5 even slices. Slice cheese the same way. Stack basil and mint leaves together; roll tightly into a cylinder and thinly slice.
3. Spoon about 1/2 cup pesto onto each serving plate, spreading to cover. Top each with alternating slices tomato and cheese. Garnish with dried cranberries, basil, and mint. Drizzle Cranberry-Nutmeg Reduction evenly over each serving.
**NEW ENGLAND CLASSIC**

Executive Chef Richard Nickless  
Boston, Mass. (Now S.C.)

Boston native Chef Richard “Nick” Nickless, CEC, CCA, ACE, AAC, CDM, CFPP, is the Culinary Adjunct for the Culinary Institute of Charleston at Trident Technical College in Charleston, S.C. He is also the Director-Chef at The Coastal Center for the Department of Disabilities and Special Needs. Previously, he worked as the Healthcare Director for US Foods and owned a highly successful catering business for 12 years. Although he currently lives in South Carolina, Nickless still speaks with a Boston accent and is passionate about New England history. An avid genealogist, Nickless has traced his family’s roots back to the Mayflower. Not surprisingly, when it comes to designing his menu, Nickless enjoys weaving a bit of New England history into every bite.

“What I like to do is take traditional recipes and tweak them to bring down the fat content but still keep the flavors. I’m from Boston, so I like to use old New England recipes. We would use, for example, winter squashes instead of summer squashes and substitute maple syrup for brown sugar to lower the fat content.

“The method for cooking the first Thanksgiving meal was in the traditional English fashion, boiled, roasted, and baked. The fish was boiled or cooked in the Indian manner by grilling on a stick. The breads were cooked in clay pots beside the fire or in a cloam oven. The “sallet” was a vegetable dish served cooked or raw. The popularity of the sallet or vegetable dishes was not great at that time. Hence the term “meat and potato” used to describe the English eating habits of the period. Many of the fruits were no longer in season by harvest time to make the

*Continued on page 22*

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**ROASTED FOWL**

Yield: 12 servings

<table>
<thead>
<tr>
<th>Ingredient</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fowl (goose, turkey, or swan)</td>
<td>1, 10 lb.</td>
</tr>
<tr>
<td>Onions</td>
<td>3 large</td>
</tr>
<tr>
<td>Sugar</td>
<td>1/4 cup</td>
</tr>
<tr>
<td>Oats</td>
<td>1 cup</td>
</tr>
<tr>
<td>Water</td>
<td>3/4 cup</td>
</tr>
<tr>
<td>Sage</td>
<td>2 tsp.</td>
</tr>
<tr>
<td>Thyme</td>
<td>2 Tbsp.</td>
</tr>
<tr>
<td>Marjoram</td>
<td>1 tsp.</td>
</tr>
<tr>
<td>Salt and Pepper</td>
<td>to taste</td>
</tr>
</tbody>
</table>

**METHOD**

1. Parboil oats in water until somewhat soft. Peel and slice onions.
2. Strain oats and mix with onion. Remove the giblets and neck, and stuff with the oats and onion mixture.
3. Preheat oven to 325 degrees. Place on a rack in a large roasting pan and roast uncovered for 2 hours. Remove the fowl from the oven and draw off the fat; return to oven for 1 hour.

**To make the sauce:**

1. Take some of the drippings from the fowl with some oats and onions.
2. Mix well with sage, thyme, marjoram, salt, and pepper. Stir in the vinegar and bring gently to a boil. Place fowl on a serving dish, drench with sauce, and serve.
English tart, but the Indians knew how to dry indigenous fruits of the area and shared them with their new English friends. The first field pea crop failed, but the barley crop survived and provided the colonists with malt for beer. We do not know exactly which crops were planted in the gardens of 1621, but we assume English plants such as parsnips, carrots, turnips, onions, cabbages, beets, and lettuce.

“I found recipes from the late 14th century and early 15th century that describe how the English were cooking their meals. These recipes came from books of the period and are true to the spelling and verbiage. The roasted fowl recipe is interesting. This Thanksgiving, though, I’ll probably be cooking a traditional recipe that’s been tweaked a bit, like the apple-maple glazed turkey breast recipe. It’s a great recipe that lowers your caloric intake while preserving the flavors.”

Laura Vasilion is a senior writer for Nutrition & Foodservice Edge magazine.

**APPLE-MAPLE GLAZED TURKEY BREAST**

<table>
<thead>
<tr>
<th>Ingredient</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turkey Breast with skin on</td>
<td>8 lbs.</td>
</tr>
<tr>
<td>Fresh Thyme</td>
<td>1 tsp.</td>
</tr>
<tr>
<td>Apple Juice or Cider</td>
<td>2 cups</td>
</tr>
<tr>
<td>Real Maple Syrup</td>
<td>1/4 cup</td>
</tr>
<tr>
<td>Chopped Celery, Carrots, and Onions (mirepoix)</td>
<td>2 cups</td>
</tr>
<tr>
<td>White Wine</td>
<td>1/4 cup</td>
</tr>
</tbody>
</table>

Other supplies: Vegetable spray, aluminum foil

**METHOD**

1. Preheat oven to 400 degrees.
2. In a roast pan, place the washed turkey, breast side up. Rub with thyme, then spray with vegetable coating.
3. Place onions, carrots, and celery around the bottom (like a nest) of the turkey breast, and pour the apple juice into the bottom of the pan.
4. Cook turkey breast at high temperature for 20 minutes. This will sear the breast and seal in the juices.
5. After 20 minutes, take breast out, turn oven down to 325 degrees, and let cook for about 2 hours or until internal temperature reaches 165 degrees.
6. When proper internal temperature is achieved, remove from oven and transfer to a platter. Let rest for five minutes.
7. Take the pan with the roasted vegetables, heat back up on the top of the stove, and deglaze with a little white wine to pull up all the flavors. Add maple syrup; pour reduced mixture over the turkey and present.

**CRANBERRY-APPLE CHUTNEY**

<table>
<thead>
<tr>
<th>Ingredient</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orange</td>
<td>1 whole</td>
</tr>
<tr>
<td>Fresh Cranberries</td>
<td>2 cups</td>
</tr>
<tr>
<td>Red or Yellow Delicious Apple</td>
<td>1 cup</td>
</tr>
<tr>
<td>Sugar (white or brown)</td>
<td>1/2 cup</td>
</tr>
<tr>
<td>Raisins (white or black)</td>
<td>1/2 cup</td>
</tr>
</tbody>
</table>

**METHOD**

Two days before you are going to serve this recipe, remove the center membrane (white) and the seeds from the orange (skin-on). Remove the stem and seeds of the Delicious Apple (skin-on). Grind up the apple, orange, and cranberries in a Cuisinart. Mix in raisins and sugar, and put in a sealed container and store in the refrigerator. Stir before serving.
Stealth Health
Strategies for Enhancing the Nutritional Value of Meals

by Lynne Eddy, MS, RD, FAND, LDN, CDN, CHE
As foodservice operators, we have a responsibility to educate our customers and positively influence their food choices. Starting with ourselves, we can become healthier without much effort. With each individual success, we enhance our credibility with patients, residents, staff, and our own families.

STEALTH HEALTH is the practice of incorporating healthy habits into our lives, including healthy nutritional habits. The tides have changed. The old adage “Never trust a skinny cook” has evolved to “Never trust an obese chef.”

Stealth Health encompasses all areas of one’s well-being. Reader’s Digest Stealth Health includes daily small prevention steps, mindful decisions, and mental, spiritual and physical practices that can contribute to the absence of disease. In other words, how can we make small daily lifestyle changes that result in disease-fighting habits?

So, let’s apply this concept to our professional menu development. How can we design our menus to maximize nutrition for our customers? According to “Stealth Health: How to Sneak Nutrition Painlessly Into Your Diet,” by Evelyn Tribole, MS, RD, eight areas are important for each of us to include.

VEGETABLES
Vegetables provide the phytochemicals and vitamins that we can only get naturally from plant foods, the detoxification enzymes which remove the harmful agents from our body, and the phyto-antioxidant agents that prevent cell damage from attack of free radicals.

How can we sneak more vegetables into our diets? Puree vegetables and add to sauces and soups, snip julienness of leafy greens and add as herbs, add ginger, chilies, and peppers for flavor, or serve a vegetarian entrée.

FRUITS
Fruits provide flavonoids, which are anti-inflammatory, anti-allergic and anti-hemorrhagic, and provide vitamins A and C, potassium, and fiber.

We can be creative when adding more fruits to our diets. Puree fruits and add them to sauces, puddings, or smoothies. The sweetness of fruit may reduce the need for sugar in a recipe. Chop or grate fruits, like a cranberry relish. Flavor the fruits with lime juice, cinnamon, or orange zest to change the taste profile. Use fruits as an entrée center-plate.

CALCIUM
High calcium foods decrease the risk of kidney stones, osteoporosis, colon cancer, and preeclampsia. Customers who are milk resistant may be able to digest cooked milk products, like macaroni and cheese, whereas lactose intolerant customers are unable to digest milk sugars.

Sneaking calcium-rich foods into the menu could include substituting non-fat yogurt for sour cream or ricotta cheese for lower calcium cottage cheese. Adding non-fat dried milk powder to sauces, cookie dough, and cream soups increases the calcium content per serving. Prepare hot cereals using low-fat milk rather than water. Non-dairy calcium-rich foods include almonds, figs, tofu, greens, and calcium-fortified orange juice.

SOY
Soy is a great substitute for animal proteins and it has many healthful side-effects, such as lowering LDL cholesterol, reducing hot flashes during menopause, minimizing hormone-dependent cancers (breast, endometrial, and prostate), increasing post-menopausal bone density, and improving blood vessel circulation.

Soy may be pureed and added to cheesecake or custards. Complement ground meat with crumbled soy. Dice and add to egg salad and soups. Use soy milk in recipes calling for milk.

BEANS
The soluble fiber in beans is an excellent source of folic acid, potassium, and protein. Folic acid prevents birth defects and depression. Fiber lowers LDL cholesterol.
Add beans to soups, dips, and salad. Puree and add to chocolate desserts and sauces. Or use beans as the entrée, replacing meat.

**Fiber**
Soluble fiber absorbs water, lowers LDL cholesterol, and moderates blood pressure. Insoluble fiber does not absorb water, reduces diverticulitis, and prevents constipation, hemorrhoids, and colorectal cancer.

Cooked white rice has one-fifth the grams of fiber of cooked brown rice. So use brown rice. Replace flour with whole wheat flour (not “multi-grain” or “whole grain goodness”). Switch to barley, rolled oats, and wheat bran for toppings such as that used on apple cobbler.

**Iron**
Three significant roles of iron in the body are carrying oxygen in the blood for energy, regulating body heat, and fostering brain development.

Iron-rich foods are often associated with lean beef, but may also be found in the dark meat of poultry, and in oysters and clams. Vegetarians may opt to add molasses to their diets. If vitamin C is consumed when digesting iron-rich food, the absorption rate is increased. So add broccoli to a Chinese beef stir fry to provide both high vitamin C broccoli and iron-rich beef.

**Trim The Fat**
We all need some fat in our diet. Fat satisfies our hunger. Fat provides the absorption of fat-soluble vitamins K, A, D and E. Two essential fatty acids that the body cannot manufacture are linoleic acid and linolenic acid. The absence of these fats results in scaly skin and the inability to heal skin wounds. Excessive fat, however, results in chronic diseases, such as obesity, heart disease, and various cancers.

Trim the fats and use leaner cuts of meat. Two egg whites may replace a whole egg, eliminating the yolk where all the fat is found. Bake, don’t fry, and use non-stick vegetable oil spray. Fruit purees can replace fat in baking recipes.

Being mindful in our individual food habits will help us to sneak in more healthful, nutritious choices. Offering these options to our customers when designing and creating better menu choices is a simple but important strategy. Implement these basic menu changes along with various lifestyle changes and your customers and you will be the healthy benefactors.

Lynne Eddy, MS, RD, FAND, LDN, CDN, CHE is an associate professor of business management at The Culinary Institute of America, Hyde Park, N.Y.

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**Footnotes**
PRIME Services Inc. is pleased to announce the development of eTableServ; a touch screen menu application that can be customized to your nursing and assisted living community's dietary needs. This program is specifically designed to allow staff to select from a specified menu adapted to the resident's dietary requirements and needs whether it is at their tableside or bedside. It is as easy as tapping your fingers.
Whether you want help with nutrition analysis, food costing, employee scheduling, staff training, or a myriad of other applications, there are foodservice software programs and apps designed with your needs in mind. If it’s been awhile since you researched what new offerings are out there, you’ll be surprised at the ground-breaking options now available. And many suppliers offer a free software demo so you can see if the program is a good fit with your operational needs.

The following list—while not comprehensive—provides the names and Web addresses of several software vendors familiar to ANFP. Inclusion on this list does not imply endorsement; this resource is for informational purposes only.

**Menu Systems, Inc.**
www.menumizar.com  
(724) 722-3900

**Momentum Healthware**
www.momentumhealthware.com  
(800) 435-1079

**Nutricate Corporation**
www.nutricate.com  
(805) 617-2180

**Nutrihand**
www.nutrihand-inc.com  
(877) 688-7442

**Nutrition Software Solutions, Inc.**
www.nutritionsoftwaresolutions.com  
(888) 430-6366

**Prime Care Technologies**
www.primecaretech.com  
(866) 871-2888

**PRIME Services, Inc.**
www.primeservicesinc.com/dietech  
(866) 585-3344

**Simplified Nutrition Online**
www.ssdllc.com  
(888) 773-5521

**SureQuest Systems, Inc.**
www.surequest.com  
(800) 383-1999

**Vision Software Technologies, Inc.**
www.vstech.com  
(724) 452-8794

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**Culinary Software Services**
www.culinarysoftware.com  
(303) 447-3334

**Dietary Software, Inc.**
www.DietarySoftware.com  
(904) 860-1075

**DietMaster Systems**
www.dietmaster.com  
(888) 475-3438

**Health Technologies, Inc.**
www.ht-ss.com  
(800) 544-3059

**Horizon Software International**
www.horizon-boss.com  
(800) 741-7100

**Innovations Services**
www.innovaservices.info  
(419) 663-9300

**Martha Gregory & Associates**
www.mganda.com  
(502) 458-4588

**Meal Metrics**
www.mealmetrics.com  
(204) 929-1504

**MealTracker Dietary Software**
www.mealtracker.com  
(800) 755-3284

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**Axxya Systems**
www.nutritionistpro.com  
(800) 709-2799

**Barrington Software Inc.**
www.cooken.com  
(877) 487-7020

**Brimstone Allon Enterprises**
www.DietaryManager.net  
(800) 752-5121

**The CBORD Group/GeriMenu**
www.cbord.com  
(800) 982-4643

**Compu-Cal Inc.**
www.compu-cal.com  
(360) 352-5038

**Computation**
www.computation.com  
(800) 222-4488
An Introduction to
Lean Six Sigma

by Sean Carey, LNHA, CDM, CFPP
No matter what sector you work in, you are constantly faced with two universal challenges (among others!): ensuring quality and operating efficiently. Lean methodology, created from the Toyota Production System, and Six Sigma, a process improvement developed at Motorola in the 1980s, are complementary initiatives that contribute greatly to your work in providing high quality services with limited resources.

**IF YOU WORK IN A HOSPITAL,** or have experience in manufacturing, you may be familiar with some of these programs already. If you work in long-term care, you’ve probably heard a lot about the new QAPI program, which is based on a similarly structured process (Plan, Do, Study, Act [PDSA]).

**LEAN**

Lean, at its core, is a process of seeking out and reducing waste. Working in foodservice, you’re probably quite familiar with the importance of minimizing waste: using labor hours efficiently; utilizing product effectively; avoiding overproduction and spoilage. Lean methodology takes this thinking and creates a systemic approach to evaluating and optimizing operations.

The National Institute of Standards and Technology defines lean as, “A systematic approach to identifying and eliminating waste through continuous improvement, flowing the product at the pull of the customer in the pursuit of perfection.” Some key features of this statement:

- **Systematic:** the process must be predictable, repeatable, and reliable. In foodservice, there is a lot of unnecessary variation in structured tasks like dishwashing, prepping, and cooking. Lean helps us reduce variation and choose the fastest, highest quality ways of doing things.

- **Continuous improvement:** the understanding that efficiency can and should always be improved.

- **Pull of the customer:** Our customer—whether it’s a resident, child, or patient—should determine the speed and quantity of what we provide. This is a key concept because otherwise we’ll produce something that our customer doesn’t want, which leads to waste and inefficiency.

- **Pursuit of perfection:** We understand that while our processes can always be improved, we don’t let perfection get in the way of better.

Lean thinking identifies eight types of waste that can easily be remembered with the acronym DOWNTIME (See Figure 1):

- **Defects:** anything you make that isn’t what your customer wants: a poorly-prepared plate or a recipe not followed.

- **Overproduction:** making more than you need.

- **Waiting:** when staff members are idle waiting for their next task. Common examples are cooks during meal service if there aren’t orders; dishwashers who are waiting for dirty dishes; prep cooks who finish before the end of the day.

Continued on page 30

**Figure 1: DOWNTIME—Eight types of waste**
• Non-utilized talent: when you construct job descriptions and duties too narrowly. For instance, do your dishwashers wash one or two dishes at the beginning of service rather than help in the dining room? Do you problem-solve issues without including the involved team members? This type of waste also occurs when there is a lack of teamwork between staff.

• Transportation: waste associated with moving something from one place to another. Is your kitchen optimized for the workflow or are staff members working in the same areas because they’ve always been there? Do people have to walk far for needed ingredients or tools?

• Inventory: keeping more than you need on hand. Many kitchen storerooms are littered with food and equipment that’s never used, leading to spoilage and clutter.

• Motion: any sort of movement contributes to waste, and the more a staff person has to move to complete a task, the more energy and time that’s wasted. Shared tools, poor workstation layout, cluttered workspaces, and lack of standards all contribute to motion waste.

• Excess processing: happens frequently in institutional environments. Copying information from one sheet to another, not listening to customer requests, and over-communicating because standards aren’t followed are all examples of excess processing.

Six Sigma is about improving quality and reducing variation in work that’s done. The core of Six Sigma is a problem-solving framework called DMAIC, a robust and process-defined problem-solving method. The five phases of DMAIC are:

• Define: The define phase is used to describe the current problem and identify gaps between what is being done and what should be done.

• Measure: The measure phase is where the problem is confirmed and quantified by collecting data. You can only manage what you measure.

• Analyze: This key phase of the process is the “meat” of problem solving. The root cause is identified to determine what improvements or interventions will be most successful. Root cause analysis is important because we often try to apply the wrong solution to the problems we face. For instance, a common response to staff performance issues is to in-service, counsel, or discipline staff when, in reality, the problem is usually caused by a defect in the process, not in an employee’s performance. Some common problem-solving tools include the Five Whys (asking why five times to get at the heart of a matter) and a fishbone analysis, where you identify how multiple parts of a system contribute to a problem.

• Improve: In this phase, the solutions are implemented and progress is measured to ensure the intended improvements are achieved. If improvement is not achieved, you must go back to the analysis phase and identify alternative solutions. This is another critical component that is often overlooked in traditional problem-solving methodologies. Instead of identifying why a solution failed, we simply keep trying the same solution (or, worse, we throw our hands up in frustration!).

• Control: The control phase is where process controls are put in place to prevent the problem from happening again. Process controls might include standard operating procedures, audits, and mistake-proofing techniques. Mistake proofing is a way to eliminate the possibility of error, such as the safety switch on a commercial mixer that requires the guard to be in place before operating.

Lean Six Sigma processes are, by definition and practice, team-based solution methodologies. They require the involvement of customers, employees, and managers to work together collaboratively and cannot be successful without the involvement of the entire team. Lean is also focused on process, not on people’s performance. It’s based on the principle that people want to do good work, but are stopped by unnecessary or cumbersome barriers. Think about your policies and procedures: are they updated, easy to understand, and followed consistently? If not,
you probably have a great opportunity to apply lean thinking to improve not only the policy, but also your team members’ performance.

**LEAN: 5S EVENT**

Organizing a “5S” event can be a simple and exciting way to begin a lean journey. 5S, from the Japanese words *seiri*, *seiton*, *seiso*, *seiketsu*, and *shitsuke*, is often translated to Sort, Set, Shine, Standardize, and Sustain. It describes a simple, thoughtful process to organize, clean, and maintain a work area for optimal efficiency.

**Sort.** Work areas should only contain what is needed. Often, however, these areas are overloaded with items rarely or never used. Sorting items allows you to identify items that aren’t used (and dispose of them) or rarely used (and move them). It’s tempting to keep items because you “might” need them at some point. Attach a red tag or sticky note to items not used frequently and set them on a designated table. If the item is used in the next month, remove the red tag and keep the item. If not, move or discard the item.

**Set.** Set (or set in order) is the organization phase. Those with a culinary background may be familiar with the phrase “mise en place” or “everything in its place.” This is the same idea. Everything should have a place, and the places should be determined by the most logical arrangement. Usually this means that objects are organized by type, and rooms are organized by arranging the most frequently used items closest to the person needing them. In a storeroom, this means organizing items in logical groupings and then placing the most frequently accessed groupings nearest the door. While saving a few steps might not seem like a big improvement, its effect can add up: sometimes a few seconds saved means an item doesn’t burn and need to be remade.

**Shine.** Shine is the cleaning phase. All areas should be clean at all times. Disorganized and dirty areas create waste by obscuring needed items, decreasing workplace safety, requiring additional or repeated cleaning time, or simply by contributing to a disorganized mindset in a team.

**Standardize.** Standardization is the labeling and systematizing phases. Items should have clearly marked spaces. Use large, easy-to-read labels and colors to group types or categories. Create keys or legends for large storage areas.

**Sustain.** Sustain is the perpetuating phase. Organizing a 5S event is not meant to be an annual “Spring Cleaning.” Instead, it should create lasting, sustained organization through design, training, and maintenance. Labels, color-coding, and other systems established in the standardize phase must be kept up. There must be a plan for keeping the area cleaned. Everyone on the team must be trained in not only where to find things, but also how to store things. Finally, there must be routine monitoring and follow-up. This doesn’t mean a manager needs to audit a work space or storage area every month. In fact, systems are usually more sustainable when auditing is delegated to team members and rotated. Create a simple checklist and have a different staff member complete it each month.

**PROJECT STORYBOARD**

An important piece of any improvement project is your conclusion and communication of what you’ve accomplished. Why? To validate team members’ hard work, to communicate lessons learned, and to help sustain the improvements made. A storyboard is an easy to understand, visual way to represent your improvement project.

To make a storyboard for your 5S event, be sure to take pictures of the work area before and after the event. If you have any great quotes from a staff member, type them up. Arrange the before and after photos, with any quotes and the ongoing audit you created on a posterboard, and hang it in a prominent location. Bring it to your standup or management meeting to encourage others. As you keep the area organized over time, include follow-up pictures on the storyboard.

As you move on to more complicated projects, storyboards become a good way to communicate data (say, the average time a resident spends waiting for a tray) and show improvement graphically. They’re also impressive for presentations; don’t be
Before and after photos of inventory storage.

After inventory has been thoughtfully organized, staff must be trained on where to locate items. Routine monitoring and follow-up by team members is required to sustain the improvements made. Before and after photos—like these—can be used on storyboards to validate the team’s hard work and illustrate the improved system. Share these with senior management to demonstrate your department’s commitment to quality systems and staff efficiency.

surprised if you are invited to share your project storyboards with the corporate office or board of directors.

**CONCLUSION**

After a 5S event, you may wonder, “What next?” Kitchens are full of opportunities ripe for improvement: dishwashing order and flow, trayline production, and food prep tasks are all great places to look for the eight wastes.

Lean Six Sigma tools and thinking can dramatically improve the quality and efficiency of your kitchen operations. They also help build a team-based problem-solving mentality that is critical to success in today’s competitive market. As you learn more about lean processes and Six Sigma tools, you’ll be able to show measured improvement in your operations, and, in so doing, you’ll be much better prepared to justify budget requests and demonstrate the value you bring to your organization.

Additional Resources:

- [http://www.virginiamasoninstitute.org/](http://www.virginiamasoninstitute.org/): Virginia Mason was the first healthcare institution to adopt lean thinking.

Sean Carey, LNHA, CDM, CFPP, runs eSSee Consulting, a boutique healthcare consultancy specializing in program development, process improvement, and Lean Six Sigma training. He can be reached via email at sean@essee.us.
Annapurna Exchange 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.

The first HCI Annapurna exchange took place in May 2010 between the Netherlands and the United States. As one recent Annapurna alumni remarked: “The value of Annapurna can’t be overstated. Overwhelmingly, I am left with the feeling that the American long-term care system has much more in common with the Dutch system than not. We all face the same challenges, and because of this, international networks are critical to our own success.”

Where did the Annapurna name come from? Annapurna is the Hindu goddess of food. 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 to access documents, or contact Bill St. John, HCI Executive Director, at hcibsj@gmail.com for more information on how you can get started. Your ANFP Liaison to HCI will also gladly answer questions or assist you. Contact Deb Dawson at d3cdm@hotmail.com or (515) 270-1100 x138 for more information.

Deb Dawson, CDM, CFPP is the ANFP Board Liaison to Healthcare Caterers International.

What is HCI?

Healthcare Caterers International (HCI) is a global alliance of membership associations representing caterers, hospitality professionals, and foodservice managers in healthcare industries to benefit the members of each participating association. The objectives of HCI are to:

- Share resources and advance the profession
- Develop standardized care protocols
- Build a Web-based reference library
- Build a global professional marketplace
- Enjoy online networking and education
- Develop an international job bank
- Provide study abroad opportunities
- Assist in forming new organizations

Background

HCI was formed in 2004 by six charter member organizations that saw the need for a global alliance—a federation of like-minded associations from across the globe. Today that number has climbed to 12. The groups agree that We’re better together!

Shared Interests

HCI offers members unique education opportunities and resources designed to meet the needs of healthcare caterers. HCI member organizations share their resources with other HCI organizations for the benefit of all.

All members of each association are also members of HCI—with full benefits! So as an ANFP member, you also belong to HCI.

Learn more at www.HCIglobal.org
The Nutrition & Foodservice Education Foundation (NFEF) will host a research webinar as the first activity of its newly expanded mission aimed at encouraging innovation and leadership among nutrition and foodservice professionals.

The December 4, 2013 webinar will highlight recent research on the dining and food preferences of residents in senior living facilities—a topic NFEF says will increasingly impact the nutrition and foodservice profession.

“The aging of the Baby Boom generation is heading into a new phase that will bring significant change to the way senior living facilities approach foodservice and nutrition,” said NFEF Board of Trustees Chair Vicky Kearney, CDM, CFPP. “Our first webinar will provide cutting-edge insights into trends that are developing now in this important sector.”

The webinar is open to the public and will begin at 2 p.m. Central time. The featured speaker will be Bob Goldin of Technomic, a research and consulting firm that tracks trends in the food industry. Goldin leads Technomic’s Food Supplier Practice Group, where he directs a wide range of projects for food manufacturers, distributors, and related suppliers.

NFEF’s new mission, highlighted during ANFP’s National Leadership Conference in Savannah, puts a stronger emphasis on helping nutrition and foodservice professionals learn about emerging trends and issues that will impact their careers. Ultimately, Kearney said, the NFEF hopes to help “create a future in which the health of the nation is improved through advancement of innovations and best practices in food safety and foodservice management.”

The foundation will support new educational materials and forums for working professionals and students, while providing grants and assistance to researchers, teachers, and innovators.

In addition to events such as its upcoming webinar, the foundation plans to provide more opportunities for business leaders and entrepreneurs to highlight new service models and emerging best practices for the future.

“Our goal is to be a kind of innovation center for our profession, shining a light on the trends that nutrition and foodservice professionals must be aware of and adapt to,” Kearney said.

The foundation will continue to provide scholarships for students and working professionals to support their attendance at ANFP educational events, and it will fund charitable causes that help improve individual and public health. It recently launched a fundraising effort titled “Pay It Forward,” designed to bolster foundation initiatives, including scholarship funding capabilities.

One of NFEF’s highest priorities, according to Kearney, will be raising the value and visibility of CDMs to the nutrition and foodservice industry.

“The CDM plays a vital role as the expert in the profession of foodservice management and food safety,” she said. “We are dedicated to providing resources that ensure this role is strengthened for the future.”

For more information about the December 4 webinar, visit www.nfefoundation.org
The Nutrition & Foodservice Education Foundation (NFEF) recently partnered with Technomic, one of the nation’s leading food research firms, on a project that yielded data-driven evidence about emerging trends in the dining habits and preferences of long-term care residents. This research validates the current dialogue among industry leaders, and demonstrates a pressing need to take the necessary steps to equip the senior living industry with best practices and tactical solutions.

- Hear results of extensive original research assessing the current and future role of foodservice in long-term care facilities, including survey results of 500 LTC residents and 500 family decision makers.
- Identify key findings around current and future resident satisfaction, needs and attitudes, as well as trends in foodservice in long-term care along with assessment of implications.
- Learn more about resources available to equip the senior living industry with best practices and tactical solutions.

1 Hr. CE

Visit www.ANFPonline.org for more meeting info.
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 food-service setting.

1.5 Hrs. SAN CE

Archivoed webinars are available in the ANFP Marketplace: www.ANFPonline.org/market

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End-of-Life Issues & Palliative Care
Master Track Book
PDF Download

This Master Track book explains how basic nutrition care procedures change in the palliative care setting. It outlines nutrition screening, nutritional goals and care planning, essential terminology, cultural considerations, and legal and ethical considerations. This is an essential resource for any nutrition and foodservice professional who works with end-of-life issues. 3 hrs. CE
Book #NT6

Discounted Price: $20
($5 off the regular $25 price)
Special members-only pricing is good through December 31, 2013.
Order at: www.ANFPonline.org/market

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Certificate of Completion
This certifies that

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

Get the Edge on Egg Safety
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 # 159870

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Food Protection Connection

Following are answers to the “Get the Edge on Egg Safety” review questions printed on page 14.


Please remember to complete the two short essay questions before submitting the CE form.
ANFP has a new automated phone system. Our phone number remains the same—
(630) 587-6336 or toll-free (800) 323-1908. Here’s a quick list of the new numeric prompts:

1 = Questions about the CDM Exam
2 = Questions about membership, certification, and product orders
3 = Questions about ANFP Chapters
4 = Questions for Finance
* = Dial by name staff directory

Following is a list of individual staff member’s extensions, along with their job title.

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<thead>
<tr>
<th>Staff Name</th>
<th>Extension</th>
<th>Title</th>
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<tbody>
<tr>
<td>Martha Abel</td>
<td>Ext. 136</td>
<td>Advocacy and Professional Development Coordinator</td>
</tr>
<tr>
<td>Mary Lou Ackman</td>
<td>Ext. 129</td>
<td>Finance Coordinator</td>
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<tr>
<td>Lindy Bakos</td>
<td>Ext. 120</td>
<td>Professional Development Services Associate</td>
</tr>
<tr>
<td>LeAnn Barlow</td>
<td>Ext. 117</td>
<td>Director of Information Systems</td>
</tr>
<tr>
<td>Alexander Barton</td>
<td>Ext. 138</td>
<td>Business Development Manager (Ad/Expo Sales)</td>
</tr>
<tr>
<td>Katherine Church, RDN.</td>
<td>Ext. 115</td>
<td>Senior Vice President of ANFP, Executive Director CBDM</td>
</tr>
<tr>
<td>Kate Dockins, CAE,</td>
<td>Ext. 130</td>
<td>Executive Director NFEF, Director of Leadership</td>
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<td>Kim Ellison</td>
<td>Ext. 123</td>
<td>Chapter Relations Coordinator</td>
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<td>Joan Ernsting</td>
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<td>Finance Coordinator</td>
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<tr>
<td>Diane Everett</td>
<td>Ext. 119</td>
<td>Editor, Nutrition &amp; Foodservice Edge Magazine</td>
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<tr>
<td>Joyce Gilbert, PhD, RDN.</td>
<td>Ext. 113</td>
<td>President &amp; CEO</td>
</tr>
<tr>
<td>Pam Himrod, RDN, CDM, CFPP.</td>
<td>Ext. 133</td>
<td>Director of Education</td>
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2013 Fall Regional Meetings
a Hit With Attendees

The Southeast Regional meeting was held in Mobile, Ala., October 3-4. A total of 67 attendees were present, with participants coming from Florida and Mississippi as well.

The Mountain Regional meeting held at the Shamrock Foods facility in Phoenix, Arix., on October 10 was attended by ANFP members from Colorado as well.

The South Central meeting held in Midwest City, Okla., October 24-25 saw participants from surrounding states including Arkansas, Texas, and Kansas. A total of 107 attendees were present.

The meetings focused on a variety of topics of interest and importance to CDMs, such as QAPI, food safety, everyday cost budgeting, regulation updates including QIS, and more.

Attendees gave the events positive reviews.

Thanks to our ANFP state chapters for participating in fall regionals. Visit www.ANFPonline.org to learn about the spring 2014 regional meetings slated for Omaha, Nashua, and Seattle.
Surviving the Storm

John Hickson, CHESP, CCA, CDM, CFPP, FMP, FSP, is the Administrative Director of Support Services at Lakeview Regional Medical Center in Covington, La. Hickson is also the owner of S.C.O.R.E. Safe Culinary Operation Restaurant Education Company L.L.C., a company that assists other companies in mastering excellence in food safety. Because of his prior involvement with restaurants and companies such as Morrison and Sodexo, Hickson is uniquely qualified to understand the impact and importance of safe food practices.

At heart, though, Hickson is a chef. Like many chefs, his interest in cooking came from hanging around the family kitchen. From his mother and grandmother, he learned the nuances of cooking with the flavors of New Orleans. Later, when he got to high school, Hickson enrolled in vocational training half-days. The program that interested him most was the culinary program.

“We went to a restaurant show and I saw information on The Culinary Institute of America. I was hooked. That night, I told my parents I wanted to be a chef,” he said.

After going to culinary school, Hickson spent enviable time interning with some of the best chefs in the world in New Orleans.

“I actually apprenticed with French Chef Gerard Crozier, who owned a New Orleans restaurant called Crozier. Chef Crozier, who died in 2009, was responsible for bringing French cuisine to New Orleans in the 1970s. I also worked with Chef Andrea Apuzzo. He owns a five star Italian restaurant in the New Orleans area. I worked with him on his very first cookbook. I did all the prep work for it. I also apprenticed for Chef Buster Am- brosia back in the 1980s and 1990s. He was a local celebrity who had a radio and television show down here. While I was apprenticing for him, my arm actually made it onto his television show once. Later, when I became a certified executive chef, I was asked to fill in for him when he went on vacation. So eventually, I got my whole body on camera,” he joked.

While working as a chef in New Orleans, Hickson had the privilege of cooking for President George H.W. Bush. He’ll never forget the night the president and his entourage arrived at midnight to the restaurant where Hickson was working.

“I believe the president had the poached salmon vodka fettuccine as his appetizer,” said Hickson.

After working as a chef in the New Orleans area for 16 years, Hickson decided it was time to shift his career focus. Or rather, his wife did.

“At the time I got married, I was working as a director for a hotel doing a full menu of breakfast, lunch, and dinner. In addition, I did all the banquets and also operated the hotel’s nightclub. So I was never home. My wife finally took me aside and said she married me, not a restaurant. That’s when I took the position with Morrison and shifted to healthcare food service.”

The flavors of New Orleans are in Hickson’s blood. But he has also absorbed the resilience and tenacity of his hometown. Qualities that are essential to living in a place frequented by storms. Most notably, Hurricane Katrina.

“In 2004, I went to work for Universal Health Services (UHS) out of Pennsylvania. I was working at Lakeland Medical Center, which is one of UHS’s three hospitals in the New Orleans area. When Katrina hit in 2005, we had about 300 people in the building. When the lower floors flooded, we went to the roof where I spent the better part of four days. I cooked for three days with Sterno and large vanilla-scented candles. I put a wire rack across the top of the candles and Sterno, and then a steel surgical tray on top of that and used that as my stove. After the

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National Guard came and got us off the roof and dropped us off just outside of New Orleans, I walked 26 miles to LaPlace, La., where I caught a ride to Baton Rouge. My wife and kids had evacuated there the weekend before. I had brought our two cats with me to the office the day of the storm. So I took them out of their crates and put them in my backpack for the walk home.”

After Katrina, Hickson got a call from his former employer at Nutrition Management Services Company. The president offered him a temporary job in Ft. Lauderdale, Fla., as a contract employee. Hickson would work 10 days on four days off while at this facility, while rebuilding his home back in Slidell, La. Not long afterwards, the Florida facility was hit by Hurricane Wilma. Hickson then moved back to the New Orleans area. It isn’t likely he’ll leave Louisiana again. Is he out of danger, should a storm hit the area again?

“No. Not really. We’re north of New Orleans now but we’re on the edge of the lake. Last year we got hit by Gustav but it was nothing like Katrina. Storms, they’re just a fact of life down here. This is where my entire family lives. This is home.”

Continued from previous page

**COMING JUNE 2014!**

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**2014 National Leadership Conference & Expo**
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Minneapolis, MN

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For more information, contact Bill Anderson at 630.528.9239 or banderson@cspnet.com
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