Translating Knowledge into Practice: Providing Future Managers with Tools for Instilling a SafeFood Culture©

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Team Efforts
Iowa State Food Safety Project Team
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Objectives: Participants will become aware of....
- The important role they play in establishing a SafeFood© culture
- Strategies for effective communication
- Key issues identified by staff as to why safe practices are not followed
- Tools to use in developing organizational infrastructure
- Resources for incorporation into classes
Eating Away From Home

- Almost 75% of participants reported eating out at least once a week (Stewart, Blisard, & Jolliffe, 2006)
- Increased spending in eating away from home (USDA Economic Research Service, 2013)
  - In 1970, 25.9%
  - In 2012, 43.1%
- Of 13,405 foodborne outbreaks reported to the CDC from 1998 to 2008, 7,939 (59.2%) were associated with restaurants or delis (CDC Morbidity and Mortality Weekly Report, 2013)

Important to understand ...

The pivotal role of management

- Managers are responsible for safe food handling
  - Need to know information
  - Need to be able to communicate in a way that it is followed
  - Need to role model
  - Knowledge is only the FIRST step
  - Yet training usually is only about knowing
    - A disconnect exists between knowledge about and practice of safe food handling behaviors

Retail Foodservice Research:

Why are there FBI Outbreaks?

- Lack of proper equipment or tools
- Lack of knowledge/training
- Lack of resources (time, money, etc)
- Language or literacy barriers
- Lack of food safety infrastructure
- Other employees attitudes
- Lack of good habits
- Pace of work
- Employees don’t feel they need to follow safe food handling practices
Recipe for Behavior Change

Knowledge
+
Attitudes
–
Barriers
= Change

Knowledge:
Regulations for food safety training

- 2011 Supplement to Food Code 2009
- Added new §2-102.12, Certified Food Protection Manager
  - This requires that at least one food establishment employee with management and supervisory responsibility be a Certified Food Protection Manager (CFPM). (CFP Issue 2010-II-021)
  - Does not require the CFPM to be on the premises during all hours of operation
  - This will be verified during the inspection
  - Idea is CFPM will train staff
Attitudes: What motivates employees to practice safe food behaviors?

- From a national research study, four clusters of motivators were identified:
  - Internal drivers
  - Recognition/discipline
  - Communication
  - Resources


Managers should think about...

- Recognizing each employee’s motivators
- Providing clear expectations and directions
- Providing tools and resources and supplies
- Monitoring and coaching to improve behaviors
How to?

- Research projects have some insights
- Different segments of retail foodservices studied
  - Commercial
  - Onsite
- Variety of methods used
  - Focus groups and interviews
  - Observations using validated forms
  - Surveys

Insights from Current & Future Managers

Food Safety Culture

- Emerging as new influencer
- Based on research about culture of workers’ physical safety *

Examples of food safety culture questions:

- My managers generally gives appropriate instructions on safe food handling
- Our food safety policies and procedures give detailed guidance for practice
- Co-workers are always supportive of each other regarding food safety
- Adequate supplies (e.g., gloves, thermometers, etc.) are readily available to perform safe food handling practices


Ways to improve food safety culture

- Increase visible/tangible leader/management support
- Provide consistent enforcement of food safety policies and procedures among all managers
- Create accountability system using reward and punishment
- Encourage teamwork and positive peer culture
- Consider foodservice employees’ characteristics when developing food safety messages

Barriers to practicing safe food behaviors

- Lack of proper equipment or tools
- Lack of knowledge/training
- Lack of resources (time, money, etc)
- Language or literacy
- Lack of food safety infrastructure
- Other employees’ attitudes
- Lack of good habits
- Pace of work
- Employees don’t feel they need to follow safe food handling practices

Call to Action by Management

- Manager’s also have to provide tools
  - Hand washing stations
  - Gloves
  - Cleaning supplies
- Manager’s role is to provide framework
  - Define job descriptions
  - Establish procedures
  - Communicate in a way that is understood.
Take Away’s – 1,2,3

1. Provide tools
   • Training fundamental food safety knowledge
   • Supplies and materials to practice

2. Develop infrastructure/messages
   • Employee handbooks and SOPs
   • Environmental reminders
   • Recognition and Discipline framework

3. Customize messages
   • Generational
   • Gender
   • Literacy
   • Peers

Online Tools for Managers

* Iowa State University Food Safety Project
* National Foodservice Management Institute
* FDA Retail Food Protection Program

- Standard Operating Procedures – tailored different retail venues
- Employee Handbook Sample and Template
- Presentations for trainings
- Website template for schools
- Monitoring Forms and Logs

Online Tools for Managers

SafeFood® Motivators Tool Kit

- http://www.extension.iastate.edu/foodsafety/toolkit/
- Development funded through USDA #2007-51110-03806
SafeFood© Motivators Tool Kit

Two Modules:
- Communication
- Rewards/Punishments

Two Delivery Modes:
- Traditional self-contained toolkit
- Computer modules

NEW – Leafy Green Posters
- Set of 9 posters
- English, Chinese, Spanish

Online Tools – Reminder Messages
Limited Text Messaging – English and Spanish
Cuando los guantes se rasgan o rompen
Antes de preparar otro tipo de alimentos

Cuándo cambiar de guantes?
Después de tocar cualquier cosa que pudiera contaminar sus manos.

Cuando prepara alimentos listos para el consumo como limones o tomates.

Después de toser o estornudar
Al menos cada cuatro horas cuando se trabaja en la misma tarea.

Limited Text Messaging  English and Spanish – Proper Thawing

Descongelar alimentos
Las cuatro maneras aceptables de descongelar alimentos

Visual Based Messages
Yuck photo of unwashed hands after changing a diaper – English and Spanish
More YUCK Photos

Drying hands on apron

Fingers

The Apron

From NFSMI – Produce Safety Resources

A series of resources on produce safety that describe best practices for receiving, storing, handling, and purchasing fresh and fresh-cut produce through videos, fact sheets, and PowerPoint presentations. ET106-11.

Produce Safety Videos
- The Produce Lab Videos - Culinary Techniques
- The Produce Lab Videos - Good Agricultural Practices (GAPS)
- The Produce Lab Videos - Quality and Condition

Produce Safety Fact Sheets

Produce Safety Presentations and Talking Points

Produce Safety University - Additional Resources

From FDA – multiple languages

Protect People Everywhere, Always Wash, Rinse, and Sanitize Equipment Between Uses. --- FDA
FDA - Posters

Would you want these people in your kitchen?

Then why would you go to work sick?

Protect People Everywhere

From FDA – Story telling

I should have stayed home

Protect People Everywhere. Stay home if you are sick.

Emotional Appeal

• Storytelling about Allergen
• http://foodallergy.k-state.edu/ Risks –
From FDA – Story telling

Protect People Everywhere: Wash Your Hands, Use Gloves or Utensils, and Never Work When You Are Sick.

Training Guides

- 4-page publication
- Background Information Food Allergens
- Training Guide
  - Session outline
  - Activities
  - Paper and pencil quiz

Training handouts - Basics

Fundamental information for specific venues
English and Spanish
Training Guides Glove Use

- 4 page publication
- Description types of gloves and estimated costs
- When and How to use
- Training session guide with quiz

Handouts and Signage – Glove Use
Social Marketing

Glove Use also available in Español

- Note: the Glove Use animation below does not have audio associated with it

Online Trainings – at www.iowafoodsafety.org
New Resource: USDA Project
Online staff training tool

Customized Training
http://www.extension.iastate.edu/foodsafety/doyourpart

Do Your PART:
Plan, Act, Routine and Think

http://www.extension.iastate.edu/foodsafety/doyourpart/
Modules –
- Target Audience is non-supervisory staff preparing and/or serving food away from home
- 5 modules – Start, Plan, Act, Routine and Think
- English and Spanish versions
- Each module contains
  - Watch: Short video overview with content
  - Practice: Interactive activity
  - Check: Short assessment

Face to Face or Web Training

Start: Real Workers voice of why food safety is important
Plan:
How to organize work so there is time to practice safe food handling

Act: Mise en place & working the plan to improve efficiencies & minimize inputs
Routine: Making safe food practices a habit

Think: Continuous improvement beyond “we've always done it this way”

Game Board Face to Face
Coaching Strategies
• Provide active and consistent manager/management support
• Establish food safety policies and procedures
• Develop system for rewards and punishments
• Customize food safety programs/training by considering employees’ characteristics
• Communicate workplace infrastructure
• Role Model a food safety culture
• Network with others – professional associations

Take Away’s – Don’t Reinvent the wheel!
1. Provide tools
   • Training fundamental food safety knowledge
   • Supplies and materials to practice
2. Develop infrastructure/messages
   • Employee handbooks and SOPs
   • Environmental reminders
   • Recognition and Discipline framework
3. Customize messages
   • Generational
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Materials and Information Are Available
• Cooperative Extension Service
• Universities or Colleges
• National Foodservice Management Institute
• Food and Drug Administration
• USDA Food Safety and Inspection Service
• Professional organizations
• Vendors
• Private companies
Sample Resources

- Manager Resources at [www.iowahaccp.iastate.edu](http://www.iowahaccp.iastate.edu)
- Motivational Tool Kit (on line modules for managers to develop a SafeFood© Culture at [www.iowafoodsafety.org](http://www.iowafoodsafety.org))
- Training materials for staff
- Do YourPART at [www.extension.iastate.edu/food safety/doyourpart](http://www.extension.iastate.edu/food safety/doyourpart) (Plan, Act, Routine and Think modules with interactive exercises and quizzes)
- SafeFood© Lessons at [www.iowafoodsafety.org](http://www.iowafoodsafety.org)
- Glove Publication and Allergen Publication with In-Service Training Guides
- Glove Flash and other online trainings
- Allergen videos Kansas State University, NRA ServSafe® and Food Allergy Research and Education [http://www.foodsafetymonth.com/](http://www.foodsafetymonth.com/)
- Food and Drug Administration Retail Food Protection Program Resource Page (multiple languages) at [http://www.fda.gov/Food/GuidanceRegulation/RetailFoodProtection/ucm2006807.htm](http://www.fda.gov/Food/GuidanceRegulation/RetailFoodProtection/ucm2006807.htm)

Questions & Comments