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Food Safety Management Systems

Blue Skies Handles It Correctly

The calls started on a Thursday morning at Blue Skies Café, a small but well-liked diner in a busy city neighborhood. The callers complained of stomach cramps and diarrhea. The owner of the café took the first few calls and realized that she might have a foodborne-illness outbreak on her hands. She filled out an incident report for each call, and then she contacted the local regulatory authority.

"We were also getting calls, so we went to the café to see what happened," said the health inspector assigned to the case. "With the cooperation of the owner, we were able to identify the Caesar salad dressing as the source of the customers' illnesses."

A batch of the dressing was made with contaminated eggs. It eventually made 30 people sick. Because Caesar dressing is not fully cooked, the café could not have done anything different to prep the dressing. "To correct the issue, we now use pasteurized eggs for the dressing, and we make new batches every few hours," said the owner.

The inspector also noted that the café's health-inspection score was not changed because of the outbreak. Nor was the operation forced to close. "They handled the problem quickly, and the rest of the operation is clean and well run," he said. Additionally, the café's insurance covered the health-care costs and lost wages that the outbreak caused.

You Can Prevent This

A foodborne-illness outbreak is any manager's nightmare. But, as you can see in the story above, you can survive one. Creating a food safety management system, including active managerial control, will help prevent problems before they happen.

Study Questions

- What are food safety management systems?
- What is active managerial control and how can it be applied?
- What is a Hazard Analysis Critical Control Point (HACCP) system?

Food Safety Management Systems

In chapters 4 through 7, you learned how to handle food safely throughout the flow of food. Now, you will learn how all of it can be applied to a food safety management system. To do this, you must understand how a food safety management system works.

Overview of Food Safety Management Systems

A **food safety management system** is a group of practices and procedures intended to prevent foodborne illness. It does this by actively controlling risks and hazards throughout the flow of food.

Having some food safety programs already in place gives you the foundation for your system. The principles presented in ServSafe are the basis of these programs. Here are some examples of the programs your operation needs.



Personal hygiene program



Food safety training program



Supplier selection and specification program



Quality control and assurance programs



Cleaning and sanitation program



Standard operating procedures (SOPs)



Facility design and equipment maintenance program



Pest-control program

Active Managerial Control

Earlier, you learned that there are five common risk factors for foodborne illness:

- 1 Purchasing food from unsafe sources
- 2 Failing to cook food correctly
- 3 Holding food at incorrect temperatures
- 4 Using contaminated equipment
- 5 Practicing poor personal hygiene

It is the manager's responsibility to actively control these and other risk factors for foodborne illness. This is called **active managerial control**. It is important to note that active managerial control is proactive rather than reactive. You must anticipate risks and plan for them.

There are many ways to achieve active managerial control in the operation. According to the Food and Drug Administration (FDA), you can use simple tools such as training programs, manager supervision, and the incorporation of SOPs. Active managerial control can also be achieved through more complex solutions, such as a Hazard Analysis Critical Control Point (HACCP) program.

Managers should practice active managerial control throughout the flow of food. This includes anticipating potential foodborne illness risk factors and then controlling or eliminating them. You might already do some of these things, such as purchasing food from approved suppliers. But, it also includes many of the things you have learned. For example, making sure food is held at the proper temperature or cooking food to its minimum internal cooking temperature. Monitoring the entire flow of food will help keep your customers and operation free from risk. You also must provide your staff with the proper tools, such as procedures and training to make sure food is safe.

There are some important steps to take when implementing active managerial control in your operation:

1 Identify Risks Find and document the potential foodborne-illness risks in your operation. Then, identify the hazards that can be controlled or eliminated.



2 Monitor Food will be safe if managers monitor critical activities in the operation. So make note of where employees must monitor food-safety requirements. This might include identifying when temperatures should be taken or how often sanitizer concentrations should be tested in a three-compartment sink. For example, the manager at left is monitoring a food handler as she carries out the critical task of cooling food correctly.

3 Corrective Action Take the appropriate steps to correct improper procedures or behaviors. For example, if a sanitizer level is too low when tested, the situation might be corrected by increasing the concentration level.

4 Management Oversight Verify that all policies, procedures, and corrective actions are followed.

5 Training Ensure employees are trained to follow procedures and retrained when necessary.

6 Re-evaluation Periodically assess the system to make sure it is working correctly and effectively.

Something to Think About

The manager of a quick service restaurant noticed that the grill operator handling raw chicken fillets also put cooked fillets in a holding drawer. The sandwich maker then touched the handle of the drawer each time she retrieved a cooked fillet—allowing for potential cross-contamination with the raw and cooked chicken. The manager decided to add an extra handle to the holding drawer. The manager then assigned the grill operator and sandwich maker their own handle.

The FDA's Public Health Interventions

The FDA provides specific recommendations for controlling the common risk factors for foodborne illness. These are known as public health interventions. They are designed to protect public health.

Demonstration of knowledge As a manager, you must be able to show that you know what to do to keep food safe. Becoming certified in food safety is one way to show this.

Staff health controls Procedures must be put in place to make sure staff are practicing personal hygiene. For example, staff must know that they are required to report illnesses and illness symptoms to management.

Controlling hands as a vehicle of contamination Controls must be put in place to prevent bare-hand contact with ready-to-eat food. This might include requiring the use of tongs to handle ready-to-eat food, as shown in the photo at right.

Time and temperature parameters for controlling pathogens Procedures must be put in place to limit the time food spends in the temperature danger zone. Requiring food handlers to check the temperature of food being hot-held every two hours is an example.

Consumer advisories Notices must be provided to customers if you serve raw or undercooked menu items. These notices must include a statement about the risks of eating these foods.



Apply Your Knowledge

Identify the Risk Match the example to the correct risk factor for foodborne illness.

- | | |
|---|--|
| <p>1 _____ A cook brought his uniform home, but forget to wash it before starting his shift.</p> | <p>A. Purchasing food from unsafe sources</p> |
| <p>2 _____ A cook plated a chicken breast after making sure it was cooked to 155°F (68°C).</p> | <p>B. Failing to cook food correctly</p> |
| <p>3 _____ The purchasing manager bought frozen steaks from his friend who raises and sells meat from his home.</p> | <p>C. Holding food at incorrect temperatures</p> |
| <p>4 _____ A cook served rice at 120°F (49°C) from a holding unit.</p> | <p>D. Using contaminated equipment</p> |
| <p>5 _____ A chef used a cutting board to prep fish and then used it to prep fruit salad.</p> | <p>E. Practicing poor hygiene</p> |

For answers, please turn to page 8.11.

HACCP

There are many systems you can implement to achieve active managerial control of foodborne-illness risk factors. A **Hazard Analysis Critical Control Point (HACCP)** program is one such system. A HACCP (pronounced HASS-ip) system is based on identifying significant biological, chemical, or physical hazards at specific points within a product's flow. Once identified, the hazards can be prevented, eliminated, or reduced to safe levels.

An effective HACCP system must be based on a written plan. This plan must be specific to each facility's menu, customers, equipment, processes, and operations. Because each HACCP plan is unique, a plan that works for one operation may not work for another.

Chapter Summary

- A food safety management system is a group of procedures and practices intended to prevent foodborne illness. It does this by actively controlling risks and hazards throughout the flow of food.
- It is the manager's responsibility to actively control the risk factors for foodborne illness. This is called active managerial control. It can be achieved by incorporating specific actions and procedures into the operation to prevent foodborne illness.
- There are six important steps to take when implementing active managerial control into your operation: identify risks, monitor, corrective action, management oversight, training, and re-evaluation.
- The FDA provides specific recommendations for controlling the common risk factors for foodborne illness. These are known as public health interventions. They are designed to protect public health.
- HACCP systems are based on identifying significant biological, chemical, or physical hazards at specific points within a product's flow. Once identified, the hazards can be prevented, eliminated, or reduced to safe levels.

Chapter Review Case Study

You can address food safety risks in your operation by creating a food safety management system.

Now, take what you have learned in this chapter and apply it to the following case study.

Carolyn, a new manager for Bobo's Bistro, felt a lot of pressure from her district manager to do well. Carolyn thought she could save money by purchasing produce from her friend, who has a large garden in his yard. This would save a couple hundred dollars per month. She placed an order for delivery the next day. Next, she walked around the restaurant to make sure everything was going to be ready for the dinner rush. She noticed the cook took the temperature of salmon as it came out of the oven. It read 125°F (52°C). Carolyn then checked the soups that were in the hot-holding wells. She took the temperature of the lobster bisque, which she did every two hours, and it read 105°F (41°C). She asked the lead cook, Tom, to reheat the soup.

Carolyn walked past Eddie, who was prepping ground beef for burgers. She noticed he did not have a hat on and his apron looked very dirty. She asked Eddie to put on a clean apron. Carolyn was finally finished making her rounds and started back to her office when she saw Eddie switch from prepping burgers to making Caesar salads. He was using the same cutting board and knife to prep the lettuce. She told Eddie to wash, rinse, and sanitize the cutting board and to toss any lettuce that he already cut. She thought it would probably be best to conduct a quick training session on cross-contamination for all staff.

1 What did Carolyn do correctly?

2 What did Carolyn do incorrectly?

For answers, please turn to page 8.11.

Study Questions

Circle the best answer to each question.

- 1 A manager's responsibility to actively control risk factors for foodborne illnesses is called**
 - A hazard analysis critical control point (HACCP).
 - B quality control and assurance.
 - C food safety management.
 - D active managerial control.

- 2 A pest-control program is an example of a(n)**
 - A HACCP program.
 - B workplace safety program.
 - C food safety program.
 - D active managerial control program.

- 3 A cook preps a beef tenderloin on a cutting board and then immediately cuts pies for dessert on the same cutting board. This is an example of which risk factor?**
 - A Purchasing food from unsafe sources
 - B Holding food at incorrect temperatures
 - C Using contaminated equipment
 - D Practicing poor personal hygiene

- 4 The purpose of a food safety management system is to**
 - A keep all areas of the facility clean and pest-free.
 - B identify, tag, and repair faulty equipment within the facility.
 - C prevent foodborne illness by controlling risks and hazards.
 - D use the correct methods for purchasing and receiving food.

- 5 Three components of active managerial control include**
 - A identifying risks, creating specifications, and training.
 - B identifying risks, corrective action, and training.
 - C identifying risks, creating purchase orders, and training.
 - D identifying risks, record keeping, and training.

Study Questions

- 6** A manager asks a chef to continue cooking chicken breasts after seeing them cooked to an incorrect temperature. This is an example of which step in active managerial control?
- A Identifying risks
 - B Monitoring
 - C Corrective action
 - D Re-evaluation
- 7** A manager walks around the kitchen every hour to answer questions and to see if staff members are following procedures. This is an example of which step in active managerial control?
- A Identify risks
 - B Corrective action
 - C Management oversight
 - D Re-evaluation
- 8** One way for managers to show that they know how to keep food safe is to
- A become certified in food safety.
 - B take cooking temperatures.
 - C monitor employee behaviors.
 - D conduct self-inspections.

For answers, please turn to page 8.11.

Answers

8.6 Identify the Risk

- 1 E
- 2 B
- 3 A
- 4 C
- 5 D

8.8 Chapter Review Case Study

What did Carolyn do correctly?

- She asked the lead cook to reheat the soup.
- She asked the prep cook to put on a clean apron.
- She asked the prep cook to use a clean cutting board and knife.
- She asked the prep cook to throw out the contaminated lettuce.

What did Carolyn do incorrectly?

- She purchased food from a friend instead of an approved, reputable supplier.
- She should have had the chef cook the salmon longer, to the correct minimum internal temperature.
- She should have told the prep cook to put a hair restraint on.

8.9 Study Questions

- 1 D
- 2 C
- 3 C
- 4 C
- 5 B
- 6 C
- 7 C
- 8 A