

Food Service & Nutrition

CANADIAN SOCIETY OF NUTRITION MANAGEMENT NEWS

Spring 2013

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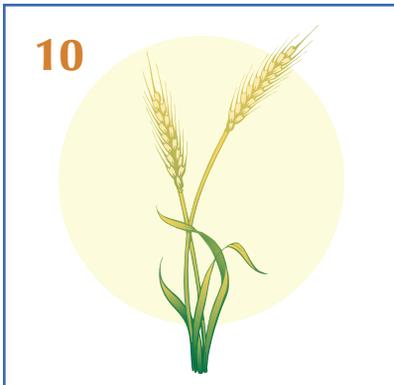
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A Shopping List of Accomplishments

By Kathy Cuthbertson, CNM



This year, CSNM collaborated with the Gerontology Network of the Dietitians of Canada to hold the annual conference and general meeting, May 9 and 10, in Toronto. As you read this, I am hoping you are registered to attend a great learning and networking event.

As I close out my year as president, I am pleased to say that there have been a number of accomplishments by the board. The goals of the portfolios have been met and the provincial chapters are holding successful events. All committees have done great work.

Marketing has been a focus for this year. Our branding has enabled the communication to look consistent and professional. The e-news is personalized with your current CE points. The e-blasts communicate pertinent information that is important for you to know. (It is very important that you have an e-mail address to receive up-to-date information.) The website is easier to navigate and there are member benefits: Perkopolis and the *Nutrition Action Newsletter* are in the "Members Only" section for your use.

Our student members are very interested in being connected with Facebook and LinkedIn. Like the Facebook page and/or join the LinkedIn group to see what is happening in the nutrition management virtual world.

The advocacy committee has started us moving in the direction of promoting our profession at significant events, nationally and provincially. Board members are attending provincial events to be visible, to answer questions and network with our members.

Our membership at the end of the 2012-13 year has grown to 2,812 active members, 266 student members, eight honorary/life members, 13 corporate members and 60 Certified Nutrition Managers. These numbers continue to increase every year.

I would personally like to thank the board for their commitment to the profession and to CSNM. As well, Bond Executive Office Services and Cutting Edge Communications are always there to help us do the best we can. Looking forward to another great year ahead!

Kathy Cuthbertson, CNM
President, CSNM

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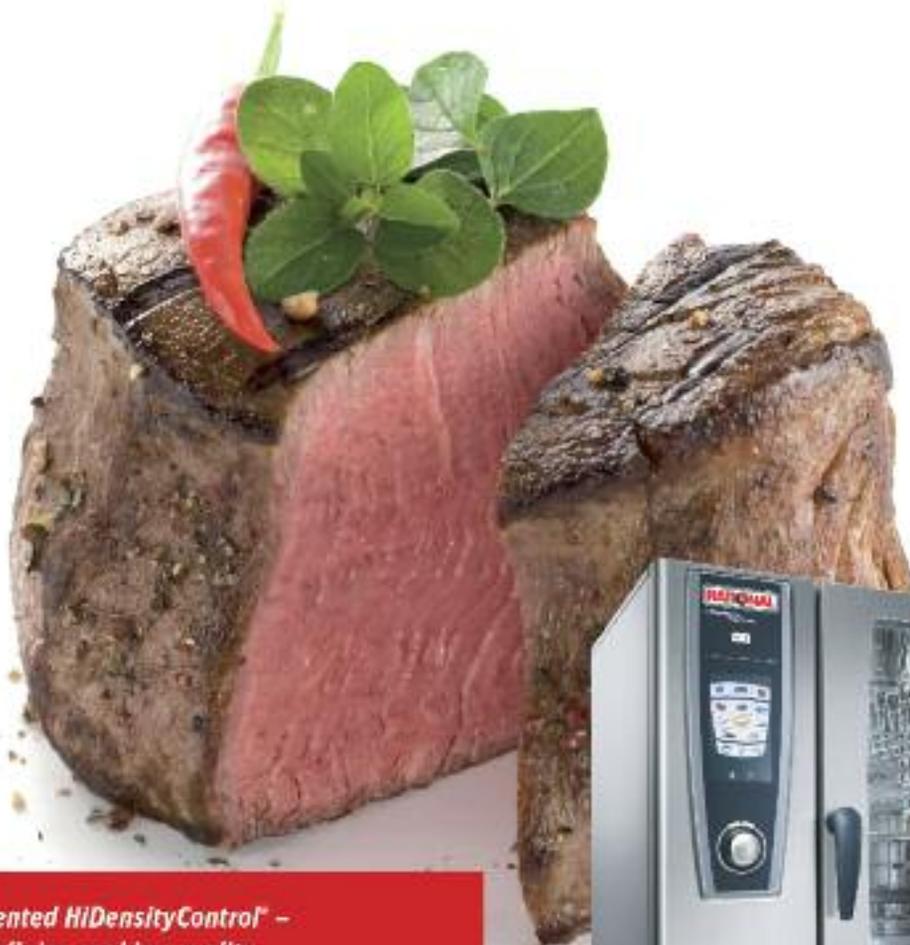
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FOOD TRENDS

Sustainable, responsible, feel-good foods on the rise

By Andrea Holwegner

Canadians have a good appetite for tasty and internationally inspired food, but trends also show a desire for sustainable, responsible, feel-good food choices. Health and wellness trends show there is an appetite for healthier options especially as our population ages and faces a growing number of health concerns. There is a continued shift to more snacking, less structured meals and more requests for customized choices. Technology has changed everything about food and nutrition knowledge, cooking and eating out. Consumers will continue to demand more insight about their food, while those supplying it will be called upon for greater transparency about the food they offer.

SUSTAINABILITY CHARGES ON

The trend for sustainable agriculture, farming and eating is here to stay. According to Agriculture and Agri-Food Canada there are five broad categories of sustainable food and beverages: organic, locally sourced, fair-trade, carbon footprint

and eco-packaging. Canadians have an appetite for foods they can feel good about that will help the whole planet.

According to the Canadian Organic Growers, organic foods were the highest growing trend in the Canadian health and wellness market in 2010 at a 5.4 per cent growth rate with produce growing at an average rate of 20 per cent per year as consumers believe they taste better and are healthier. Globally, the organic food and beverage industry is expected to reach combined sales of \$36.1 billion.

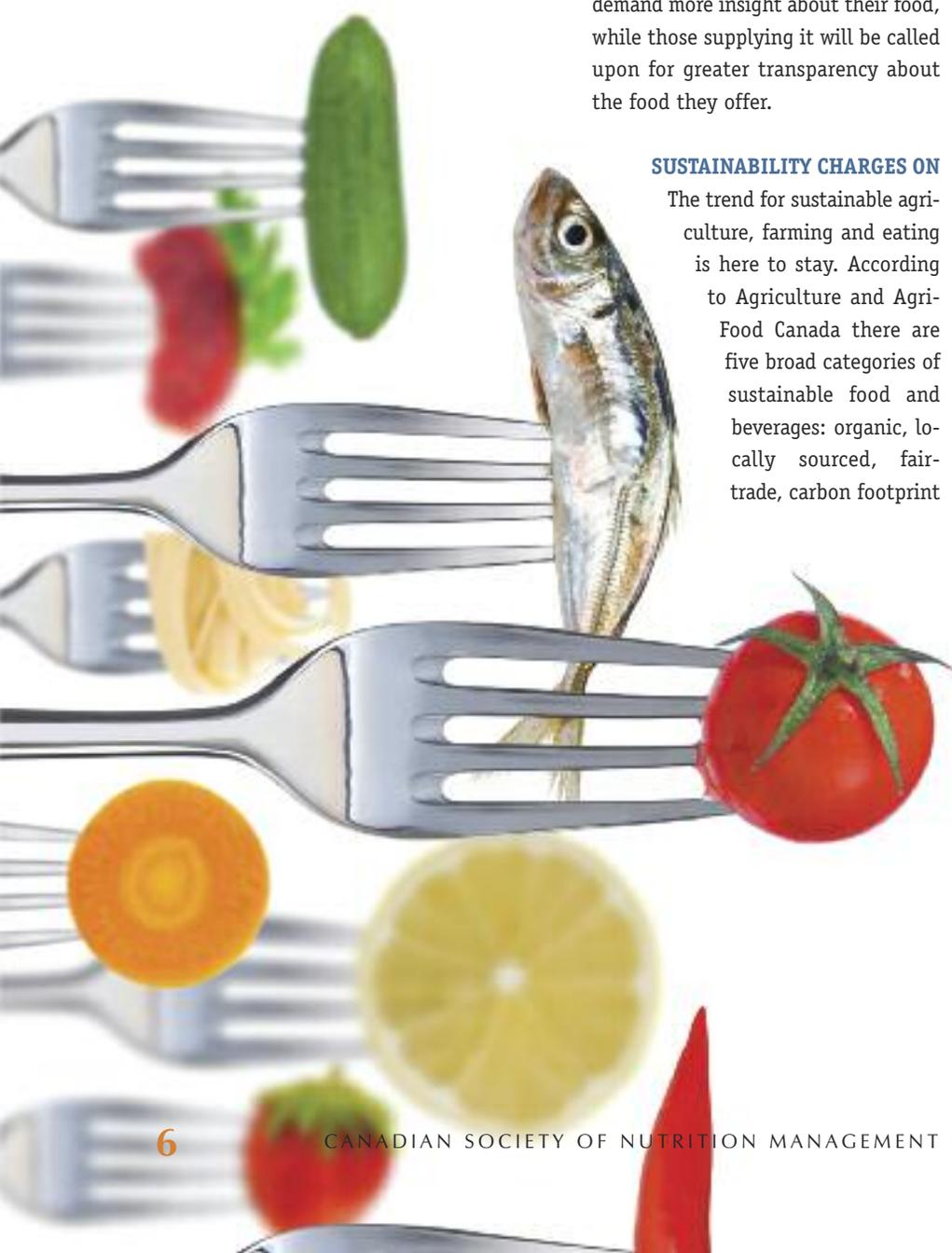
Not only will organic food continue to be popular, but so will farmers' markets, community gardens and grow-your-own food initiatives. Menus that have a focused farm-to-fork emphasis and locally inspired, back-to-basics themes will be fashionable. Think about offerings such as organic salad greens, local greenhouse heirloom tomatoes and farm-fresh bread with ancient grains and free-range local eggs.

GREEN GUILT ABOUT FOOD WASTE

As the sustainability of agriculture, farming and eating continues to be of concern for Canadians, you may also hear more discussion around being conscious about food waste. The 2012 *Eco Pulse Survey* by the Shelton Group found that of any sustainability effort, the highest "green guilt" came from wasting food (which was twice as high as not recycling or forgetting to bring recyclable bags to a grocery store.)

One-third of food produced for humans (1.3 billion tonnes) is wasted somewhere along the food chain each year (*The Food and Agriculture Organization of the United Nations, 2011*). In Canada, an estimated \$27 billion per year of Canadian food ends up in the landfill and composting.

Where does food waste come from? Fifty-one per cent of Canadian waste comes directly from food thrown



away in Canadian homes followed by 18 per cent packaging/processing, 11 per cent retail stores, nine per cent field, eight per cent food service and hotel/restaurant/institutional food outlets and three per cent transportation/distribution.

Since food waste creates higher carbon and methane, there are economic and environmental benefits to wasting less food. The UK website, www.love-foodhatewaste.com, provides some insight about waste throughout the food chain.

KEY CONSUMER GROUPS

According to the 2011 Agriculture and Agri-Food Canada's document *Health and Wellness Trends for Canada and the World*, there are three key consumer groups that are keenly interested in health and wellness products. First, the LOHAS (lifestyles of health and sustainability) which are a relatively

small but growing group of 41 million individuals who focus on a range of health, fitness, environment, personal development, sustainable living and social justice. The second consumer group is women who are generally concerned with body image and health and who often make purchasing decisions for their children and households. Finally, the ageing population is keenly interested in maintaining a healthier lifestyle. They are educated, spend money on healthy products and represent a growing population (baby boomers aged 65 years are estimated to grow to 6.5 million by 2020).

Also of interest is the emerging role of men in the supermarket and kitchen. ESPN reports that 31 per cent of grocery shoppers are men, which is more than twice the 1985 amount. In a 2012 survey by Cone Communications, 52 per cent of fathers identified themselves as the primary grocery

shopper. Also notable is that more dads than moms (52 per cent versus 46 per cent) are likely to plan meals for the week ahead of time.

BETTER-FOR-YOU (BFY) FOODS

A better-for-you (BFY) food is one that has been reformulated to reduce or remove a substance (fats, sugars, salt and carbohydrate). In 2010, the global BFY sales totalled \$160.3 billion US with demand largely driven by consumer fear of obesity. Consumers are more educated about food products and health risks and are interested in lower-calorie, reduced-carbohydrate, whole-grain and portion-controlled products as well as foods with less sodium, sugar and fat. They are also interested in fortified or functional foods with more antioxidants, fibre, calcium, probiotics and omega-3 fats. The biggest challenge is delivering on taste while supplying the health benefit.

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Food producers, grocery stores and restaurants are going to be asked more and more to become transparent about for what they stand

NATURALLY HEALTHY FOODS

You can expect Canadians to continue to look for naturally healthy foods that are minimally processed and often contain vitamins, minerals and other nutrients. Unsweetened fruit and vegetable juices, fresh-pressed juices, smoothies, natural mineral water and spring water are all popular. Global sales of naturally healthy beverages are expected to grow to \$184.5 billion by 2015.

Sales of tea products continue to grow with consumer awareness of the health benefits of tea. Fermented tea beverages such as iced green tea, kombucha tea are also gaining popularity.

Whole grains and foods with naturally more fibre such as high-fibre pasta and rice are appealing to consumers since approximately 81 per cent of consumers look for products with higher fibre content. Hemp seeds, chia seeds, flax, quinoa and other whole foods are also trendy.

Gourmet condiments, seasonings, dressings and dips that are 100 per cent natural and free of preservatives and colourings are appealing. Dozens of apps such as Chemical Cuisine, Foodditive, Label Lookup and more speak to this trend.

You will also find a growing number of consumers looking for animals that are grass-fed, grain-fed or free-range as well as meats which are freshly cut, minimally processed and free of fillers, gluten and lactose. As the cost of meat and poultry rises and vegetarian diets become more popular, there may be more focus on meatless meals and inclusion of nut butters, chick peas, Asian and Indian cuisine and tofu-based burgers.

SPECIALTY FOODS

Consumers are demanding specialty products such as gluten-free, lactose-free and nut-free products. Gluten-free products are a growing trend and essential for those with celiac disease, which according to the Canadian Celiac Association affects approximately one in 133 people. Those with non-celiac gluten sensitivity (two to six percent), must also eliminate gluten from their diet although it is not an autoimmune disease and the digestive system is not damaged so it is not known if a gluten-free diet needs to be followed as strictly or for life. Regardless, consumers are buying gluten-free products for medically necessary purposes or as recommended popular by fad diets recommended reducing grains, wheat or gluten.

There has also been a rise in specialty products such as Halal food eaten by followers of Islam and Kosher food eaten by followers of the Jewish faith. Globally, the Halal food industry has grown to more than \$632 billion U.S. and represents about 17 per cent of the whole global food industry. The demand for Halal meats may surpass organic meat markets in popularity due to the quality, freshness, safety and treatment of the animals. According to OU Kosher, approximately 80 per cent of Kosher products sold globally are purchased outside of the traditional Jewish market.

MEDICAL ISSUES

The Boomer population will be controlling a large percentage of dollars spent on food in the years to come.

They are concerned about health and nutrition and struggling with obesity, diabetes, high cholesterol, high blood pressure and more. They need solutions that speak to their needs. Studies by NPD Group in Canada and the U.S. show that Boomers are more concerned about nutrition when planning a meal than any other age group, with 72 per cent of Canadians over 65 regarding nutrition as important as taste. Phil Lempert, "The Supermarket Guru" and CEO of the Lempert Report, suggests Boomers are seeking out oily fish, green tea, dark green leafy greens, sweet potatoes, carrots, tomatoes, dark chocolate, seeds, oils, berries, apples and whole grains. They are also looking for antioxidant and potassium-rich reformulations and sodium-reduced items.

SNACK ATTACKS

Overall snacking, particularly healthy snacking, has increased internationally according to Agriculture and Agri-Food Canada's 2011 *Report on Health and Wellness Trends for Canada and the World*. Snacking rather than structured meals has become a normal way of life for many people. Breakfast is eaten for supper and lunch can move into dinner. In an interview for *USA Today*, Kelloggs mentioned that once they realized women were eating their cereal as an evening meal and not just for breakfast, they created advertisements that reflected that message.

In the 2011 *Technomic Consumer Trends Report*, only five percent of consumers eat three square meals. They also report two-thirds of con-

sumers over 25 replace lunch with a snack at least once per week and this number doubles for Millennials (age 18 to 25) who tend to snack most frequently.

Restaurants and food producers should create snacks choices that are appealing to eaters at all times of the day. Consumers might want breakfast choices all day, a hot meal at midnight or dessert in the early morning.

Consumers also want choice. Fifty-eight percent of consumers like to customize their restaurant choice when eating out (Mintel, 2011). They are interested in customizing their meals and may want several options for portion sizes (such as a down-sized or snack-sized option) or the opportunity to create a family size value option. Consider offering share plates, mini taster options as well as bundled price points for two or three sides.

TECHNOLOGY AND TRANSPARENCY

The world of technology and smart phones has changed how we shop, cook and eat. Mobile devices are being used to prepare shopping lists, compare prices, find recipes, check sales, share meal photos and rate restaurants. Consumers can search a food's ingredient and track all the details of their food and nutrition.

There are more people blogging, writing and using social media for food and recipe discussions. This year marked the first ever Canadian Food Blogging Conference hosted by Food Bloggers of Canada which speaks to the increase in this topic area.

Lempert suggests new apps are being developed that have sensors that will attach to smart phones and test allergens, ingredients, our blood sugar or blood pressure. Others will determine if produce is ripe or test for food-borne bacteria. Other apps may be able

to network with kitchen appliances to tell us how much milk we have in the fridge or to remotely turn on the oven.

Perhaps the biggest way that technology is changing the food industry is by creating transparency. Food producers, grocery stores and restaurants are going to be asked more and more to become transparent about for what they stand. Consumers are craving connection and more of an understanding about who is making their food and why.



Andrea Holwegner, the "Chocoholic Nutritionist™," has led a team of dietitians at Health Stand Nutrition Consulting Inc. since 2000. She has counseled Olympic athletes, is a media expert for the Dietitians of Canada, professional speaker and national consultant and spokesperson for the food industry.



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CLIMATE CHANGE

and the GLOBAL FOOD SUPPLY

Stranger days ahead

By Rick Ferrusi



As you walk through the aisles of our local supermarkets, you are seeing foods that are being grown, produced or harvested in all areas of the world. In many cases, you have not seen or heard of particular items, but they are becoming more commonplace as time goes by. Product of China, product of South Africa, product of Chile are examples of the ever-changing market as it pertains to food and its availability. As the world becomes smaller and the population increases, the global food supply needs to keep up, however there are factors at work that will make this endeavour challenging to say the least. One of these challenges is the changing global climate and its effect on the food supply and the need for protocols to ensure its safety.

When did climate change begin? This is a debatable topic, but suffice it to say many people assume that it is a relatively new concept having taken place within the last few decades. Nonetheless, climate change theories date as far back as 1896 when Swedish chemist Svant Arrhenius concluded that industrial age coal burning would enhance the greenhouse effect. Specifically, he theorized that fossil fuel combustion may eventually result in enhanced global warming adding to the already natural state of climate change. He also concluded that human activities would greatly influence global temperature by adding carbon dioxide to the atmosphere. Unfortunately, after Arrhenius' discovery, the topic was basically forgotten as it was thought that natural forces played a much larger role and that the world's oceans would be able to negate any effects of pollution.

CLIMATE VERSUS GLOBAL WARMING

As we explore the impact of climate change on the food supply, there must

be a distinction made between global warming and climate change. According to Environment Canada, the term global warming refers to a sustained increase in global average surface temperature – just one aspect of climate change. Global warming is often misunderstood to imply that the world will warm uniformly when, in actuality, areas will warm differently than others and, in fact, some areas may actually become cooler. It also goes on to state that climate change encompasses a variety of weather phenomena which includes changes in temperature, wind, precipitation, etc. Climate change may occur as a result of natural or human influenced causes and occurs over a sustained period. Global warming, then, is just one as-

pect of climate change. As nutrition professionals, it is vital you understand that your role will be influenced by climate change.

Scientific evidence clearly illustrates that CO₂ levels have a major effect on food production. It is widely agreed that increased levels of CO₂ will positively affect crop growth, however, there are other considerations when discussing climate change. Climate change will affect various regions differently: certain areas will see increased temperatures, precipitation and growing seasons and other areas will see the opposite effects.

Then there are the scenarios of mixed outcomes: the increases in one aspect will be offset by a decrease in another aspect. An example would be that you may realize an increased growing season but then be met with decreased precipitation. The gains may be minimal or non-existent and, in many cases, this would be a best-case scenario. It is widely believed that higher elevations and/or latitudes would benefit from climatic change while lower altitudes/latitudes would suffer. As mentioned, when discussing climate change, it is imperative that we address all characteristics of the changing climate and the effect they will have on the global food supply.

IMPACTS OF CLIMATE CHANGE

The chart shows both positive and negative impacts on agricultural crops from projected symptoms of climate change. Similarly, the same process may be applied to meat and dairy products. Warmer temperatures would bring about benefits to livestock farmers such as longer growing seasons for pastures but, coupled with the disadvantages listed in the chart such as increased weed growth and insect infestations, these disadvantages may

outweigh any benefits associated with the warmer temperatures. Certainly, the nutritional quality of the pastures will be affected by the increased weed and pest infestations. In addition, heat stress alone could be blamed on decreased milk production, meat quality and dairy cow reproduction. It may also result in reduced weight gain as warmer temperatures have shown to suppress appetite. The worst-case scenario is that heat waves can be directly attributed to increased mortality rates in livestock. As seen with agricultural crops, it may be necessary for farming to undergo radical changes either with the product or with the region where the farming occurs or both.

STAYING FLEXIBLE

There is little doubt that as climate change continues on a global scale, nutrition managers will need to adapt to these changes. Once readily available foods may not be as accessible; more planning will need to take place prior to menu preparation. Additionally, even if these foods are accessible or available, they may not be a fiscally viable option. You must consider transportation, storage, handling and other costs that will factor into the overall cost of the item. Also, it maybe necessary to develop new menu items that are regionally available in order to keep costs under control and within budgetary constraints.

In all cases, whether imported or domestically grown food, another consideration to be addressed is the safety protocol of the grower and/or distributor of the food. Specifically, as we import or grow more diverse foods, the increasing demand of safety protocols becomes more prevalent and the need to follow safety procedures is now more frequent.

IMPACTS OF CLIMATE CHANGE

POSITIVE IMPACTS

- Increased productivity from higher temperatures
- Possibility of growing new crops
- Longer growing seasons
- Increased productivity from enhanced CO₂
- Accelerated maturation rates
- Decreased moisture stress

NEGATIVE IMPACTS

- Increased insect infestations
- Crop damage from extreme heat
- Planning problems due to less reliable forecasts
- Increased soil erosion
- Increased weed growth and disease outbreaks
- Decreased herbicide and pesticide efficacy
- Increased moisture stress and drought

PROJECTED CHANGES

- Higher temperatures
- Drier or wetter conditions
- Increased frequency of extreme climatic events
- Enhanced atmospheric CO₂
- Changing market conditions

The net impact on Canadian crops is uncertain and depends largely on the adaptation measures taken.

ENTER THE GFSI

The Global Food Safety Initiative, or GFSI, is a business-driven initiative to provide and ensure confidence in the delivering of safe food to consumers worldwide. This initiative was launched in 2000 following a number of high-profile recalls and other food safety issues that resulted in negative publicity surrounding the food industry. CEOs of global companies came together at the Consumer Goods Forum and agreed that a methodology would need to be developed in order to obtain and retain the confidence and trust with the public. The daily management of the Global Food Safety Initiative is undertaken by

the Consumer Goods Forum which remains as the only independent global network for consumer goods retailers and manufacturers worldwide.

The GFSI recognizes several schemes that may be utilized by a producer in order to gain accreditation. A scheme may be defined as “a commercial food safety program that includes an auditable and certifiable food safety standard and a governance and management system.” These schemes include Safe Quality Food Code (SQF), BRC Global Standards, International Featured Standards, Canadagap, Global Red Meat Standard (GRMS) and the Food Safety System Certification 2200.

THE SQF CODE

The SQF code is a globally accepted systematic approach to food safety and quality standards developed for the food industry. The code progresses beyond Good Manufacturing Principles (GMPs) as its main feature is the emphasis on the application of Hazard Analysis and Critical Control Points (HACCP) to identify and control potential food safety hazards. HACCP itself is a globally recognized approach to food safety as its primary goal is to identify, prevent and correct hazards which include physical, biological and chemical. There are seven principles incorporated into a HACCP plan:

- **Hazard analysis.** This is where a plan is laid out to identify possible hazards and a means in which the hazard can be controlled.
- **Identification of Critical Control Points (CCP).** These are points where action can be taken to prevent, eliminate or control a food safety hazard (i.e. cooking to control microorganisms).
- **Establishing critical limits for CCP.** (i.e. establishing time/temperature for the cooking step)
- **Establishing monitoring procedures for CCP.** (taking temperature of product with calibrated thermometer)
- **Establishing corrective actions.** These are actions that need to be followed in the event that a deviation from critical limits has taken place.

(i.e. in the event that a product has not reached the required cooking time or temperature, then further cooking needs to take place or the product may need to be destroyed.

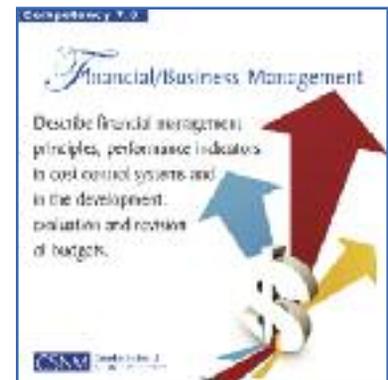
- **Verification procedures.** This principle is the application of methods, tests, sampling, etc., illustrating that a CCP has been operated as intended.

- **Record keeping.** This step may be applied to the previous six principles.

In addition to HACCP, the SQF code goes beyond food safety and also addresses food quality issues. "The implementation of an SQF management system addresses a buyer's food safety and quality requirements and provides a comprehensive solution for businesses supplying local and global food markets." In order for a producer to become SQF certified, there are several steps that must be followed, least of which is to learn the SQF code and to develop a food safety protocol that will be accepted by the SQF Institute. In order to obtain certification, it is necessary to undergo a certification audit by a SQF certified auditor. So, in order to attain certification, it is necessary for a producer to develop a HACCP plan and to address all quality issues within the SQF code. In addition, there are regular audits conducted by a third-party auditor to ensure compliance with the program. SQF is a very comprehensive and de-

tailed approach to food safety and quality issues. It is becoming increasingly popular with large retailers. Having suppliers that are SQF certified instills confidence that can be passed on to the consumer.

As the global climate continues to change, it may be necessary for nutrition managers to reinvent ways of dealing with the food supply and availability without jeopardizing safety. Developing safety protocols, including the insistence of documented suppliers' safety measures, will aid in the assurance of a safe product – from field to table. ■■■■



Rick Ferrusi is employed as a HACCP coordinator/quality control manager with a nationally distributing food manufacturer. He is also owner of Food Consulting and Labeling Solutions and a registered SQF consultant.



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HEALTH and SAFETY

Preparing for the unexpected – just another day in management

By Tennille Corbett

A healthy and safe workplace doesn't just happen, it takes commitment and planning to ensure that all equipment is functioning, that materials are available to do the job and that workers know how to do the job. The requirements of each workplace will vary, and employers are responsible for ensuring compliance with legislation pertinent to health and safety in their workplace. To ensure a safe and healthy workplace, all leaders should review all relevant legislation and de-

termine which parts of the legislation and regulations relate to their workplace and operations.

Ensuring you are in compliance with all the relevant legislation is an important beginning. Creating a culture where people work cooperatively to identify and resolve health and safety issues is an important part of working effectively. The benefit of commitment to safety is an efficient and effective operation with reduced likelihood of injuries and illnesses. This leads to improved morale because workers know

that they are cared about and can speak up if they have concerns. With high morale, there is less absenteeism and less staff turnover. This, in turn, improves productivity and quality. Well managed health and safety makes an employer more attractive, making it easier to attract and keep new workers.

If health and safety is not managed, things can get missed. Equipment is not maintained on schedule, workers do not receive the training they need and documentation, such as inspections and training records, is not kept. As a result, the potential for incidents increases which can result in injury, illness or death to workers, clients and the public. It can also lead to damaged equipment, tools or facilities. Aside from that, these incidents cost money. In addition to WCB premiums, there are costs associated with the repair or replacement of equipment, replacement of material, production delays, staff turnover, legal consequences and more.

It is better to prevent incidents through good management than to deal with the consequences later. Three key areas of focus are competent supervision, training and orientation and incident reporting and investigation.

COMPETENT SUPERVISION

A competent supervisor is trained in occupational health and safety to understand and manage health and safety hazards. The elements of due diligence also come into play. Due dili-



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gence is defined as taking all reasonable care to prevent the occurrence of an incident or event. Due diligence in safety management can be described as "a system approach that provides information, instruction, training, supervision, verification of knowledge and correction of physical and human hazards." Supervisors are required to:

- ensure health and safety of workers;
- be knowledgeable about applicable OH&S Act and Regulations;
- know the work process, the hazards involved and effective control measures for the hazards;
- ensure workers are made aware of all hazards, known or reasonably foreseeable;
- ensure workers comply with OH&S Act and Regulations.

As a supervisor you must have a clear understanding of due diligence in the workplace. This includes:

- Verification of training/education;

- Identification/correction of hazards;
- Direct observation of workers;
- Correcting unsafe or unwanted behaviour;
- Direction/instruction of workers;
- Response to worker questions and concerns;
- Documentation.

TRAINING AND ORIENTATION

Workers need to know how to do their job safely. The specific training they require depends on the nature of their job and the hazards associated with it. A record should be kept of all training that is required to do certain jobs. The objective of training is to ensure that health and safety policies are put into practice and can be demonstrated back to the trainer. Training deals with hands-on information and monitoring of new worker progress to ensure the worker understands the training and follows procedures. Do not rely solely

on written material for your training methods. Effective and diligent supervisors know that it takes time and a few different techniques to ensure the worker understands what you expect from them. Elements of effective training and orientation include (but are not limited to):

- explaining the job in detail and the reasons for doing it;
- going through the work procedure in a way that will solicit questions from the worker;
- having the worker demonstrate back the procedure;
- asking questions of the worker to ensure they understand the reasons for doing the task a certain way;
- observing workers performing job at normal speed;
- correcting improper behaviour and positively reinforcing success; and
- telling the worker where to get help in your absence.



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CASE STUDY

The ABC Hospital has just opened a new expansion with an additional 100 beds. The food and nutrition services department has hired additional workers to shuttle and serve the meals to the residents in the new wing. The department has purchased two powered mobile equipment (scoots) to transport the meals. The supervisor understands that the transport of the food cannot take place without effective training of all workers, both new and seasoned. The supervisor understands that while many staff are trained to operate the scoots in the department, these two new scoots are a different model and have different controls. The supervisor develops an operating practice and procedure and a training record, and schedules workers to attend training. The supervisor has acquired additional training on the use of the new equipment from the manufacturer and has been certified to train the workers. The workers are trained (which includes a demonstration back to the supervisor) and both parties sign off on the training for the supervisor's records.

A year goes by and a worker reports to the supervisor that the brakes on one of the scoots seem to stick. The worker almost hit another worker in the hallway with the scoot. The worker reports via the correct ABC Hospital incident reporting system. The supervisor immediately investigates this near miss, understanding that without investigation and corrective action, this near miss could escalate to an injury. The supervisor places the scoot "out of order" until the brake issue is remedied. During the investigation, the supervisor realizes that an important component to the effectiveness of the scoot operation is the preventative maintenance on the equipment. The supervisor develops a schedule for preventative maintenance on all of the scoots, has the scoot repaired, and communicates the outcome to fellow supervisors and all workers. The supervisor also commends the worker for reporting the incident as it has prevented the likelihood of additional injury.

INCIDENT REPORTING AND INVESTIGATION

It is unfortunate when a worker gets injured on the job. It is even worse if no attempt is made to learn from the incident and to correct the cause(s) that led to the incident and worker injury. If the causes are not corrected, more workers could be injured in a similar way. Everyone has a role to play in reporting and investigating an incident. Often, workers are not aware of the reporting system or do not understand that what just happened was a reportable incident. Workers must report incidents to their supervisors and the supervisor needs to investigate promptly.

The purpose of conducting an incident investigation is to:

- determine the cause(s) of the incident;
- identify any unsafe conditions, acts or procedures that contributed to the incident;
- find out why those unsafe conditions exist and find ways to prevent similar incidents.

Once the investigation is complete and the causes have been identified, corrective actions need to be put into

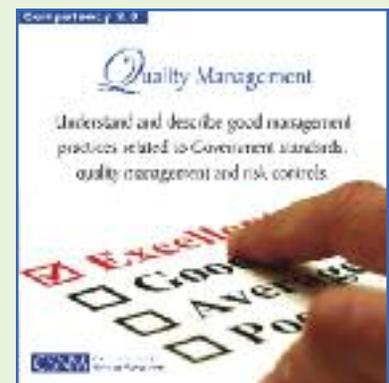
place to prevent recurrence. However, there are few more things that need to be done. Sharing the results with staff, ensuring the corrective actions have been implemented and following up with those corrective actions to make sure they are working are very important. These are just a few key points to an overall effective safety management system.

THE CASE STUDY

The case study above demonstrates an effective safety management system. Many elements were put to the test to uncover a truly efficient process for managing a safety concern. Proper training of the supervisor and staff and documentation of the training occurred. Policies and procedures were developed. The worker was confident in reporting the near-miss to his supervisor. The supervisor was, in turn, quick to find the root cause and remedy the situation. The supervisor closed the loop by communicating the incident and outcome to all staff.

A successful safety management system and culture needs to be led from the top. It needs to be embraced and practiced by managers and super-

visors. Their behaviour is directly related to performance as it demonstrates by example to employees what actions and behaviours employees should initiate and maintain. Being a role model in safety management takes time and energy. Are you a good safety role model? ■ ■ ■ ■



Tennille Corbett is the current past president of the Saskatchewan Society of Nutrition Management. She has worked in various capacities in food service management and, most recently, as an occupational health and safety consultant for the Saskatoon Health Region. Tennille works collaboratively with clients to create safety plans to reduce workplace incidents and illnesses.



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Trends Toward Accreditation

In a world of legal liability, accreditation can provide reassurance

By Heather Truber



Hospital accreditation is defined as “A self-assessment and external peer assessment process used by healthcare organizations to accurately assess their level of performance in relation to established standards and to implement ways to improve.”

Accreditation is an internationally recognized evaluation process used to assess and improve the effectiveness of healthcare organizations. Simply put, accreditation is based on the premise that adherence to evidence-based standards will produce higher quality healthcare services in an increasingly safe environment. It is also a way to publicly recognize that a healthcare organization has met national quality standards.

The accreditation process is an integral part of healthcare systems in more than 70 countries. In Canada, the accreditation of healthcare organizations remains voluntary, while in others it has become government-mandated. Its rapid growth over the last 40 years is partially attributable to media reporting of serious inadequacies in the quality and safety of healthcare services, and an escalating focus on patient safety.

In Canada, Accreditation Canada is the organization responsible for a variety of clients including regional health authorities, hospitals and community-based programs and services, from both private and public sectors. Surveyors are peer reviewers and are experienced professionals from accredited health facilities and organizations.

An accreditation programs consists of periodic or cyclical assessments of organizational and clinical practices and the measurement of their performance against pre-established, evidence-based standards. This is done through self-assessments, peer surveyor on-site visits, interviews by the surveyors and the careful study of administrative and clinical data and documentation. This process typically culminates in the provision of an accreditation report and notification about whether an organization is accredited. The accreditation report provides a detailed review and follow up, sets priorities, and develops action plans to address areas needing improvement.

There is no specific standard related to food service provision, but food services are still often involved in

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Accreditation is based on the premise that adherence to evidence-based standards will produce higher quality healthcare services in an increasingly safe environment

team interviews. It is an opportunity to ensure practices that impact patient safety and client care are in place and utilized. A patient identifier system is an example of a food service practice that may be identified in an accreditation review. There is a need for facilities to have processes in place to ensure that patients and residents receive the correct meals and diets as ordered. There is also a requirement to have a method to identify the patient prior to providing them with food and, in some cases, what is called a “double identifier” – checking the name on the tray ticket to the name on the patient bed and also asking the patient to confirm their name. In long-term care facilities, staff often struggle to find ways to identify residents when they are served meals. Some methods include tray cards at each dining table, seating diagrams and serving lists.

Food services may also be involved in discussions related to quality of care if food and/or nutritional status

have been identified in either positive or negative terms. Food services management may be required to identify the processes that are utilized to obtain patient or resident feedback and to illustrate how that feedback is acted on to improve satisfaction.

Accreditation has a number of intangible benefits including:

- improvement of internal practices;
- increase of a healthcare organization’s compliance with quality and safety standards;
- provision of team-building opportunities for staff and improvement of their understanding of the roles of their coworkers;
- promotion of an understanding of how each person’s job contributes to the healthcare organization’s mission and services;
- highlighting practices that are working well;
- promotion of sharing of policies, procedures and best practices among healthcare organizations; and

- identification of the positive benefits of a quality and safety culture.

There is no conclusive evidence about the direct impact of accreditation on client outcomes. There is some indication that if accreditation strengthens interdisciplinary team effectiveness, then it contributes to improving health outcomes. Healthcare accountability and public expectations drive the need for accreditation programs and healthcare providers must have a spirit of collaboration to work with accreditation to drive optimal care forward. ■ ■ ■

Heather Truber is the director, Food Safety, Menu and Supply with Alberta Health Services. She has worked in a variety of healthcare organizations in both Alberta and B.C. She is committed to the health care food service profession through her involvement with the Alberta Society of Nutrition Management; the CSNM and her commitment to training and mentoring of new graduates..

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Head of the Table

Technology and core values position Gordon Food Service as industry leader

By Jamei Parcells



A popular adage suggests that life is a journey, not a destination. For one food service distributor, the adage aptly describes its continued growth within the food service industry.

For Gordon Food Service (GFS), the journey from delivering eggs and butter via horse and wagon 100 years ago to the company's current distinction as the largest independent food service distributor in North America is, at the very least, extraordinary. Now, GFS has ranked in the top 100 private U.S. companies by *Forbes Magazine* for many years. With a clear vision of its future, the company continues to adhere to its goal from the past: to be a low-cost producer that emphasizes results. This goal remains part of the GFS culture, positioning it at the head of the proverbial food service table.

A family-run enterprise (now in its fourth generation), Gordon Food Service entered Canada in 1994 with the purchase of two divisions of Maple Leaf Foodservice. GFS Canada's footprint increased in 1996 through mergers with Distal in Quebec and Finlay Greenwood in Ontario. In 2002, GFS Canada purchased Neptune Food Service in B.C. and Bridge Brand Food.

"We base our success on watching our customers prosper and grow, and we are devoted to serving our customers," says Natalie Russell, national healthcare sales manager. Today, the entire GFS team carries this passion forward into thousands of daily business transactions, all aimed at exceeding customer expectations.

KEEPING TO THE CORE

While many things have changed within the organization and the industry in general, the company's core value – "Customer is King" – continues to facilitate its overall growth. "This is ingrained within our organization and, as a family-run business, we have the flexibility to go above and beyond to service our customers in all sectors including healthcare," says Russell.

GFS staff provide value-added services to help customers control costs, grow sales, address staffing issues and meet regulatory compliance. District sales representatives advise customers on products and services needed to keep operations

running smoothly, and on-staff chefs keep customers up to date on the latest trends and recipes.

Today's frontline long-term care staff is more discerning and expects greater value from food distributors. "True customer partnerships need to be more about transformation and not just a direct transaction. If we are seen as a partner, we can better build that relationship, by understanding our customer's daily needs," says Russell.

TECHNO TOOLS OF THE TRADE

There is more to running a great food service operation than simply serving great food. Facilities across Canada are looking for ways to reduce the amount of time consumed by administrative requirements and to direct the majority of their time and effort to the most important facet of the business – patient care. "We know that our customers are already stretched in terms of resources," Russell says. "This will only exacerbate with the onset of baby boomers over the next few years. Our technology will enable the frontline staff to become more efficient and find cost savings."

The healthcare market continues to be an important one for Gordon Food Service as illustrated by the company's significant investment in technology – in particular, its current menu management system. Connect Pro Menu System is a comprehensive software solution that assists facilities in managing their recipe, menu, inventory, resident and ordering requirements. The software enables users to easily keep track of on-hand inventory with simple count entry screens, inventory valuation reports and cost of goods sold reporting. Items can be universally added, removed and exchanged from menus with ease. Users can share menus across facilities and easily track nutrition, cost and compliance. Thousands of base recipes are available with real-time pricing and automatic nutrition updates.

GFS has launched the product to select customers with plans to launch nation-wide this summer. Available for purchase in four levels (platinum, gold, silver and bronze), Connect Pro is designed for customization and to accommodate budgets of all sizes. Connect Pro University training programming is designed to address system functionality while

offering opportunities for a Connect Pro expert to identify efficiencies within a customer's food service operations. Customized training sessions and ongoing support ensures a seamless transition to the software system.

Gordon Food Service Canada also offers a suite of national and regional services to help customers grow sales, control costs, comply with regulations and utilize staff more efficiently. GFS Online Ordering tools offer access anytime, anywhere, so customers can place orders, view an order summary and create customized templates. Features and functions are easy to use and offer more than just online shopping. Order confirmations are available in minutes.

GFS category experts assist customers with culinary challenges: preparation techniques, cooking tips, plate presentation or product education. All of its distribution facilities have comprehensive food safety programs that meet or exceed the requirements of Health Canada and the Canadian Food Inspection Agency.

FOOD FOR THOUGHT

Gordon Food Service's growth is best described as proactive rather than simply reacting to changes within the industry. The company's network interacts closely with thousands of customers including acute-care facilities, long-term care, retirement homes, restaurants, hotels, caterers, convenience stores, camps, churches and amusement and recreation facilities all across Canada. GFS has made it its mandate to build strategic alliances with other organizations to bring value to the customer.

Although the company carries thousands of nationally branded products that operators have come to expect, Gordon Food Service is not simply a distribution company. Strategic alliances are designed to support business in value-added categories, such as just-in-time produce and seafood, custom-cut meats, equipment, and more. "This gives us a full line of visibility from field to plate. When it comes to product quality

and variety offerings, it really allows us to be absolutely committed to the quality of our product that ultimately gets to our customers," says Dean Noble, vice-president of broadline distribution.

"We service healthcare customers but also A&W, Tim Hortons, Moxies, independent operators, schools and contract feeders including the Department of Natural Defence and Corrections Canada," says Noble. "We have special manufacturing facilities that feed into our broadline business. This spectrum enables us to further address the special needs of our customers," he asserts. GFS recently acquired United Small Wares, further enhancing its reach of service offerings.

As for education and support, Gordon Food Service has established a nutritional resource centre specific to the Canadian market. The Canadian Resource Nutrition Centre (CNRC) is staffed by dietitians and nutritionists dedicated to providing customers with evidence-based nutrition and food safety information.

GFS also has a dedicated national healthcare team of healthcare and hospitality representatives who specifically deal with the healthcare market. "We will always carry national brands, but we know that the healthcare market brings its own dietary requirements. Having special brands to meet these requirements – and a venue to showcase them – really strengthens our connection with the industry," says Russell.

With ongoing investment in the healthcare industry and an understanding of its customers needs, Gordon Food Service will continue to bring value and introduce new products to the market. Dean Noble states. "Service excellence at a competitive price – this is our ongoing commitment to customers, current and future."



Jamie Parcells is the publisher of Food Service & Nutrition Canadian Society of Nutrition Management News.

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Technology Trumps Weather, Distance

IN FEBRUARY, THE BOARD OF DIRECTORS OF THE SASKATCHEWAN SOCIETY OF Nutrition Management held their annual winter teleconference meeting. This year, board members from all parts of the province met via Skype (video conferencing) to engage in a packed agenda including numerous portfolio action items.

The conference committee is well underway, organizing this year's event. SSNM membership renewal is in full swing and the treasurer is busy with invoicing and receipting for membership renewal, conference registration and sponsorship.

A sub-committee was recently formed within the CSNM board that includes all of the provincial chapter representatives. This committee is exploring the possibility of a dual membership for the provincial chapters and the national chapter. On February 20 an initial meeting was held to work through details of the pros and cons for each province. Another meeting is scheduled for March 7. Representatives have been asked to draft survey questions that will be circulated after the provincial AGM this spring. ~ *Tennille Corbett*

ASNM Springs Ahead

THIS PAST YEAR HAS BEEN ONE OF growth for the Alberta Society of Nutrition Management. Membership within the organization has grown through ongoing mentorship.

Representatives of the ASNM will be attending the "Food Matters" conference in Edmonton, April 26-27. The spring conference, hosted by Alberta Health Services, will focus on many subjects and serve as an exceptional networking opportunity for attendees. The ASNM will hold its annual general meeting at the conference on April 26 (7 p.m.) at which time plans for the ASNM fall conference will be discussed. ~ *Donna Kubista*

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Quality in the food service

Grads and Retirees to Meet at College Mixer

THIS SPRING, A NEW CLASS GRADUATES from College of the North Atlantic. A wine and cheese will be held at the college in June to celebrate the success of nutrition managers as changes within the industry continue. As new students and recent graduates begin their careers, nutrition managers have or are planning retirement. We look forward to introducing these groups to each other and to the opportunity for shared experiences. For more information, contact Natasha at atlanticrep@csnm.ca. ~ *Natasha Mooney*

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Funding Increase High on OSNM List at Start of 2013

ONTARIO CONTINUES TO SEE CHANGES WITHIN THE INDUSTRY, including a revision to the High Intensity Needs reimbursement program. This revision marks a change in what is being covered, and by which departments, in hope of streamlining the program.

The OSNM receives an additional \$0.12 increase as part of the Raw Food funding. Increased funds are to be directed towards all HIN (High Intensity Needs) items used from a dietary perspective, and allow for the purchase of additional product and materials for the dietary department.

OSNM representatives met with those from MOHLTC to discuss current funding, staffing needs, training programs, mon-

itoring and other topics of interest. This initial meeting was met with good success and allowed the OSNM to share concerns and perspectives on the changing role of today's nutrition manager.

A number of OSNM sponsors continue to provide diverse education days, and the opportunity to review new products coming to the market. The OSNM is scheduled to hosting their 2013 fall conference and AGM in late September. ~ *Heather Shannon*



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The Professional Code

A code of ethics gives food service professionals more than a sense of pride

By Dave Lebert, NM



A code of ethics, is a system of moral principles. Workplace ethics can deal with moral issues such as discrimination, theft, fraud and even personal politics. As a healthcare professional – a Nutrition Manager (NM) or Certified Nutrition Manager (CNM) – practicing a code of ethics produces significant pride in our everyday interaction with others. By upholding our ethics in the way we treat people, we enjoy the results of trusting relationships, team cohesiveness and experience and celebrate our true value to our employers.

THE CSNM CODE OF ETHICS

- Practice the highest professional and moral standards for myself and the profession.
- Improve my professional knowledge and competence through lifelong learning and sharing of knowledge in professional activities.
- Work co-operatively with colleagues, other professionals and clients.
- Maintain loyalty to my employers and strive to achieve their objectives.
- Maintain the confidentiality of my peers, subordinates and clients/employers.
- Involve myself in activities that promote a vital and progressive profession including supporting the CSNM's goals and objectives.

Courtesy, dignity and respect towards others are the fundamental building blocks of ethics

WHAT'S IN A DESIGNATION?

Being able to use the newly trademarked NM or CNM designation promotes pride within the healthcare professional community. Having either of these initials present beside our name shows our commitment and continued dedication to our profession.

The CNM designation is the highest designation and well respected by food service professionals due to the devotion of time required to attain the 16 CE (continuing education) points needed to maintain this status each year. The first eight CE points are accumulated through the eight mandatory competencies that are required for the NM designation. These are most available by completing the quiz questions in this magazine or other CSNM-approved education. The additional eight points can be received within any of the competencies by

various opportunities such as webinars, conferences, committee involvement, etc. For further information, please visit CSNM's home page at.

Ethics can vary from one person to the next. Ethics can also vary among different cultures, religions, nationalities and professions. What one person considers right and wrong might be different from another person's viewpoint. It seems that courtesy, dignity and respect towards others are the fundamentals of ethics upon which we can all build.

All NMs or CNMs can be proud of belonging to CSNM and following our code of ethics. ■ ■ ■ ■

Dave Lebert is a nutrition manager and a certified inter-provincial chef with more than 18 years' experience in supervision in hospital and long-term care. He has worked as an executive chef in LTC in Windsor. Dave represented Canada at the Culinary World Cup in Luxembourg in 1994, where he won a gold medal.

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- Climate change includes a variety of weather factors including:
 - A - Temperature
 - B - Wind
 - C - Precipitation
 - D - All of the above
- Which of the following is NOT an example of a positive impact of climate change?
 - A - Longer growing seasons
 - B - Increased productivity from higher temperatures
 - C - Increased weed growth
 - D - Accelerated maturation rates
- The seven principles of HACCP does NOT include:
 - A - Establishing corrective action plans
 - B - Record keeping
 - C - Elimination of Critical Control Points
 - D - Establishing corrective actions
- Which of the following is NOT a GFSI-recognized scheme?
 - A - HACCP
 - B - BRC
 - C - Canadagap
 - D - GRMS

MANAGING HEALTH AND SAFETY

Competency 2.0 *Quality Management*

- A competent supervisor is:
 - A - Great at listening to worker concerns
 - B - Trained in occupational health and safety to understand and manage health and safety hazards
 - C - Someone who jumps in to help out when workers are shorthanded
- The objective of effective training is:
 - A - To ensure the implementation of health and safety policies are put into practice
 - B - Monitoring of new worker progress
 - C - Having the worker demonstrate the proper technique back to the trainer
 - D - All of the above
- The purpose of conducting an incident investigation is to:
 - A - Identify any unsafe conditions, acts or procedures that contributed to the incident
 - B - Find out who is to blame for the incident
 - C - Understand the financial impact the incident has on the organization
- Due diligence is defined as:
 - A - Paying your WCB premiums on time
 - B - Taking all reasonable care to prevent the recurrence of an incident
 - C - Handing out written task instructions and expecting workers to perform it safely

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W: www.rational-online.ca
C: Ina Gerster, Director of Inside Sales, Marketing and Warehouse

CORPORATE MEMBER Canadian Society of Nutrition Management

RATIONAL's new SelfCookingCenter® whiteefficiency® allows you to fry, roast, grill, bake and more in a single self-cleaning piece of equipment. Easily prepare a variety of foods using the 7 "touch of the button" cooking modes. Whether you are cooking for 20 or 2,000, the guesswork of meal preparation is eliminated.

EQUIPMENT SUPPLIER

BURLODGE CANADA

10 Edvac Drive
Brampton, Ontario L6S 5P2
P: (905) 790-1881 TF: 1-888-609-5552
F: (905) 790-1883
E: info@burlodgeca.com
W: www.burlodgeca.com

CORPORATE MEMBER Canadian Society of Nutrition Management

Burlodge Canada provides a wide range of equipment for various models of meal delivery, from conventional hot meals to cook/chill, cold-plating and retherm settings. We also offer 24/7 support and service for everything we sell. Burlodge Canada is the country's leader in advanced meal delivery systems in healthcare food services.

CIMA-PAK CORPORATION

7290 Torbram Road, Unit 3
Mississauga, Ontario L4T 3Y8
P: (905) 612-0053 TF: 1-877-631-2462
F: (905) 612-1998
E: Sonja.Bergsonja@cima-pak.com
W: www.cima-pak.com

CiMa-Pak offers C-Pet and A-Pet trays for prepared foods. Tray sealing systems seal in freshness and prevent leaks while taking it home. You can freeze or refrigerate the meal and reheat it in the microwave or conventional oven. Vacuum packaging is available for longer shelf life for your culinary creations.



SIMPLE INGREDIENTS

Committed to Quality



- Simple, fresh ingredients
- No fillers, chemical preservatives, or MSG
- **Gluten and allergen free**





Sausage
Bacon
Ham

better food concepts
6815 Rosewood Rd Unit 3
Mississauga ONT Canada L4W 1S4
(905) 405 1411
www.betterfoodconcepts.ca



4201, 4216 - 10 Street NE
Calgary Alberta CAN T2E 6R3
(403) 237 8829
www.canadiantradelhouse.com

ERGOGRIP INC.

714 Chemin du Golf
Verdun, Québec H3E 1A8
1123 Clarkson Road,
North Mississauga, Ontario L5J 2W1
P: (905) 858-7305 TF: 1-888-748-7050
F: (905) 858-6184 TFF: 1-866-908-7062
E: info@ergogrip.ca
W: www.ergogrip.ca

C: Sarah P. Lévy, President

Ergogrip is a Canadian company focused on providing innovative and efficient food delivery systems as well as the new thermo-ecological dishware insulated with natural air and its ergonomic equipment such as the EZ-BOOSTER, the new dual temperature meal delivery cart designed by a thermo-electric technology, 100 per cent Canadian made.



GARLAND CANADA

1177 Kamato Road
Mississauga, Ontario L4W 1X4
P: (905) 206-8352
F: (905) 629-1851
E: diana.franco@manitowoc.com
W: www.garlandcanada.ca

C: Diana Franco

Garland Canada is the sales and marketing arm of Manitowoc Foodservice in Canada. All brands are supported by our manufacturer-approved STAR network of service agents and parts distributors. Our brand portfolio includes Frymaster, Dean, Garland, U.S. Range, Lincoln, Delfield, Merrychef, Cleveland and Convotherm.

HENDRIX RESTAURANT EQUIPMENT & SUPPLIES

SEE AD PAGE 30

3011 Highway #29 North
Brockville, Ontario K6V 5V2
P: (613) 342-0616 TF: 1-800-267-8182
F: (613) 342-1921
W: www.hendrixequip.com
C: Paul Roy

As a national, full-service dealer, Hendrix is able to offer a complete range of products and services that include in-house design, smallwares, millwork, project management, custom fabrication and equipment at competitive prices with efficiency and experience. With more than 500 supplier partners from the most recognized names in the industry: True, Rational, Vollrath, Browne, Rubbermaid, Libbey, Hobart, Cambro, Garland and Steelite.

MANCO DISTRIBUTORS INC.

25 Iron Street
Etobicoke, Ontario M9W 5E3
P: (416) 247-8422 TF: 1-855-646-2626
F: (416) 247-4648
E: manco@bellnet.ca
W: www.manitowocice.com
C: Murray Gamble, President

Manco Distributors Inc. is the exclusive distributor for the Manitowoc line-up of ice cubers, flakers, dispensers and ice storage bins for the provinces of Ontario and Quebec. We offer a large portfolio of the most innovative and reliable ice solutions for the foodservice industry.

WESTERN REFRIGERATION & BEVERAGE EQUIPMENT LTD.

1232 36th Avenue NE
Calgary, Alberta T2E 6M8
P: (403) 250-9656 TF: 1-888-443-1946
F: (403) 291-9213
E: info@westernrefrigeration.com
W: www.westernrefrigeration.com
C: Daryl Hornberger

Western Refrigeration is a proud Canadian distributor of commercial refrigeration, foodservice equipment and fixtures. Western provides the latest selection of foodservice and beverage equipment including display merchandisers, beverage dispensers and glass door coolers. We also carry a full line of commercial ice machines including ice dispensers and storage bins.

FOOD MANUFACTURERS



A. LASSONDE INC.

3820 Alfred Laliberté, suite 100
Boisbriand, Québec J7H 1P8
TF: 1-888-200-7778
F: (514) 323-0334
E: jean.marc.bastien@lassonde.com
W: www.lassonde.com
C: Jean-Marc Bastien

A. Lassonde Inc. strives to be a Canadian leader in the development, production and marketing of an innovative and distinctive range of fruit and vegetable juices and drinks. The company's different manufacturing facilities all benefit from state-of-the-art equipment combined with the best and most efficient quality control programs.

ALIMENTS ED FOODS

SEE AD ON IFC

6200 Trans-Canada
Pointe-Claire, Québec H9R 1B9
P: (514) 695-3333 TF: 1-800-267-ED-ED
F: (514) 695-0281
E: marketing@ed.ca
W: www.ed.ca
C: Gilbert St-Yves

Manufacturer of the Luda H line (74% less salt and gluten-free but no compromise in taste), Aliments ED Foods specializes in dehydrated products such as soup and sauce bases, soup mixes and seasonings. We also manufacture concentrated stocks made primarily from fresh ingredients (meat, seafood and vegetables).

APETITO CANADA LIMITED

SEE AD PAGE 7

12 Indell Lane
Brampton, Ontario L6T 3Y3
P: (905) 799-1022 TF: 1-800-268-8199
F: (905) 799-2666
E: pam.caswell@apetito.ca
W: www.apetito.ca
C: Pam Caswell

Apetito is a food service manufacturer concentrating on healthcare, long-term care and community meals. Apetito creates products that have the right look, taste and nutrition, building recipes with low sodium, fat and calories. Their product depth includes soups, entrées, complete meals and a wide variety of puréed and minced texture modified foods.

Nutrition is important to your customers.

Trans fat?
Cholesterol?
Sodium? Protein?

ChefTec Software and our Online Nutritional Analysis Service provide the information you need.

- Calculate nutrition content for any recipe size, batch or serving
- Print Nutrition Facts labels (Canadian format)
- Print ingredients in multiple languages including French
- Analyze recipes instantly for nutrient descriptors and allergens

ChefTec
ChefTec.com 303-447-3334

ARLA FOODS INC.

675 Rivermede Road
 Concord, Ontario L4K 2G9
 P: (905) 669-9393 TF: 1-800-387-3699
 F: (905) 669-4110
 E: sales_canada@arlafoods.com
 W: www.arlafoods.ca
 C: John Lillicrap

Arla Foods Canada has been manufacturing and importing high-quality specialty cheeses in Canada since 1961. We offer a great variety of cheeses under our nationally recognized brands of Castello, TreStelle, Dofino and Apetina. Our whole-milk recipes include Gorgonzola, Blue, Bocconcini, Parmesan, Havarti and Feta, to name a few.

BERTHELET FOOD PRODUCTS INC.

1805 Berlier
 Laval, Québec H7L 3S4
 P: (514) 334-5503 TF: 1-800-361-9326
 F: (514) 334-3584 TFF: 1-888-400-1101
 E: info@berthelet.com
 W: www.berthelet.com
 C: Danny Berthelet

Berthelet offers a wide variety of dehydrated and liquid products: soup bases, sauce mixes, spices and seasonings, dessert powders, pie fillings and jams, slush bases, sundae toppings, milk shake syrups and othes. Manufacturer of the Nutri Option line – a variety of soup bases and sauce mixes that combine healthier eating with superior flavour.

CAMPBELL'S FOODSERVICE

SEE AD PAGE 13

60 Birmingham Street
 Toronto, Ontario M8V 2B8
 P: (416) 251-1117 TF: 1-800-575-7687
 F: (416) 253-8719
 E: susan_owens@ca.campbellsoup.com
 W: www.campbellsfoodservice.ca /
 www.campbellshealthcare.ca

CORPORATE MEMBER  Canadian Society of Nutrition Management

We provide a full range of creative menu solutions for healthcare customers in acute care hospitals for patient feeding and healthcare retail cafeterias, and for senior living in both long-term care and retirement homes. We offer a full range of soup solutions, entrees, healthy beverages, texture modified foods and products for dysphagia management.

CLEARWATER SEAFOODS LTD.

2000 Argentia Road, Plaza 4 - Suite 330
 Mississauga, Ontario L5N 1W1
 P: (905) 858-9514
 F: (905) 286-5894
 E: cdnsales@clearwater.ca
 W: www.clearwater.ca

Clearwater is dedicated to responsible fishing and best practices that ensure excellence from ocean to plate. Globally recognized certifications such as British Retail Consortium and Marine Stewardship Council help us ensure our plants and practices are meeting the best possible standards in food safety and sustainability. Contact us today to enhance your menu and your customer's satisfaction!

CLOVER LEAF SEAFOODS

80 Tiverton Court
 Markham, Ontario L3R 0G4
 P: (905) 943-7960 TF: 1-866-893-9889
 F: (905) 474-3916
 E: cheryl.reed@cloverleaf.ca
 W: www.cloverleaf.ca

The Clover Leaf name is one you can trust for consistent quality and flavour. We offer a broad range of seafood products including canned and pouch albacore and skipjack tuna and wild, skinless, boneless pink salmon. In addition, we have sockeye salmon, tuna salad kits, smoked oysters and more.

COTT BEVERAGES CANADA

SEE AD PAGE 12

A DIVISION OF COTT CORPORATION

6525 Viscount Road
 Mississauga, Ontario, L4V 1H6
 P: (905) 672-1900, ext. 19367
 E: Slevy@cott.com
 W: www.cott.com
 C: Shawn Levy

Cott Beverages is an innovation leader in carbonated and noncarbonated beverages. We manufacture premium quality shelf stable juices, smoothies, carbonated soft drinks, sparkling and flavoured waters, energy drinks, fitness waters, ready to drink teas, sparkling fruit juices, and other non-carbonated beverages.



DARE FOODS LTD.

Food Service Division
 6725 Millcreek Drive - Unit 1
 Mississauga, Ontario L5N 5V3
 P: (905) 363-1236 TF: 1-800-665-5817
 F: (905) 363-1247
 E: sdorland@darefoods.com
 W: www.darefoods.com
 C: Scott Dorland

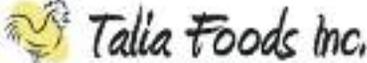
Dare Foods Ltd. is a privately-owned Canadian manufacturer of quality products since 1892. Our product range consists of cookies, candies, crackers and fine breads. All of our plants are 100% peanut-free facilities. We are committed to continually develop foodservice products that meet your needs.



DAVID ROBERTS FOOD CORPORATION

2351 Upper Midele Road East
 Oakville, Ontario L6H 6P7
 P: (905) 502-7700 TF: 1-800-361-4028
 F: (905) 502-7701
 E: david@davidrobertsfoodcorp.com
 W: www.davidrobertsfoodcorp.com

David Roberts started in a 1,200 square-foot warehouse in 1987. Thanks to strong partnerships with our customers over the past 25 years, we now have more than 80 employees in a facility totalling 140,000 square feet. We continue to provide you the best quality nuts, dried fruits, baking ingredients and confectionary items.




"It's about serving our customers"



905-452-3800
www.taliafoods.ca

DR. OETKER CANADA LTD. SEE AD PAGE 22

2229 Drew Road
Mississauga, Ontario L5S 1E5
P: (905) 678-1311 TF: 1-800-387-6939
F: (905) 678-9334
E: kpickford@oetker.ca
W: www.oetkerfoodservice.ca
C: Kim Pickford

Dr. Oetker is a market-leading food company providing our customers with the highest quality innovative products and services driven by a dedicated team. From dietetic to decadent, since 1960, Dr. Oetker has made it easy to create delectable meals quickly, conveniently and economically. Quality is the best recipe.

DURE FOODS LTD. SEE AD PAGE 23

120 Roy Boulevard
Brantford, Ontario N3R 7K2
P: (519) 753-5504
F: (519) 753-9772
E: info@durefoods.com
W: www.durefoods.com
C: Hunter Malcolm

Dure Foods is a Canadian family company that has blended and custom-packed fine powder products for more than 30 years. We offer many flavoured cappuccinos, hot chocolates, cappuccino foamer, chai tea, smoothies, vending and reliquifying creamers, and sugar. Our in-house quality assurance lab maintains strict quality control as well as product R&D. GFSS-certified.

GENERAL MILLS CANADA SEE AD ON OBC

5825 Explorer Drive
Mississauga, Ontario L4W 5P6
P: (905) 212-4016
F: (905) 212-4016
E: foodservice.canada@genmills.com
W: www.generalmillsfoodservice.ca
C: Susan Amlinger

General Mills is excited to announce the launch of gluten-free cereals and cake mixes in Canada. We believe in nourishing lives through branded products such as Chex, Cheerios, Fibre 1, Nature Valley and Betty Crocker, to name a few. More grain, more fibre and more choices. Think whole grain. Think General Mills.

HARLAN BAKERIES – EDMONTON

P.O. Box 516, 14 Calkin Drive
Kentville, Nova Scotia B4N 3X3
P: 1-800-465-8674
F: 1-888-524-4144
Harlan Bakeries – Edmonton is a manufacturer of high-quality bakery products specializing in frozen, unbaked pie shells, tart shells and pie tops. We have trans-fat free and low-sodium options available.

HEALTHCARE FOOD SERVICES ONTARIO INC.

1010 Dairy Drive
Ottawa, Ontario K4A 3N3
P: (613) 834-3374 TF: 1-800-571-8824
F: (613) 834-3394
E: info@gohfs.org
W: www.gohfs.org
C: Renso Vettoretti

HFS is Canada's Trusted Provider in healthcare food. We are a non-profit organization whose purpose and focus since Day One have been healthcare establishments like yours. We truly specialize in this industry. From fully prepared dishes to simple user-ready products you can incorporate into your own recipes.

HORTON SPICE MILLS LIMITED (CANADA)

256 Steelcase Road West
Markham, Ontario L3R 1B3
P: (905) 475-6130
F: (905) 475-7035
E: orderdesk@hortonspicemills.com
W: www.hortonspicemills.com

Horton Spice Mills Limited is a family-owned Canadian business. We import, process and distribute directly from this Kosher-certified location. With more than 1,000 spice and herb blends and 87 flavour and colour blends developed at Horton Spice Mills, you can trust us with your needs. We manufacture all of our products using Good Manufacturing Practices and following HACCP Guidelines.

KRAFT FOODSERVICE CANADA

95 Moatfield Drive
North York, Ontario M3B 3L6
TF: 1-800-387-7740
W: www.kraftfoodservice.ca

Kraft Foodservice, a division of Kraft Foods Global, Inc., has been proudly serving the foodservice industry for more than 60 years. Our unparalleled portfolio of powerhouse brands has proven customer acceptance. Explore our Healthy Living section on kraft-foodservice.ca, where we recently added more than 50 new better-for-you recipes.

LA DANOISERIE INC.

2496 rue Remembrance
Lachine, Québec H8S 1X7
P: (514) 695-0707 TF: 1-877-695-0707
F: (514) 695-3191
E: info@ladanoiserie.com
W: www.ladanoiserie.com

C: Jesper Jonsson, President & CEO
Since the start of 2004, La Danoiserie has been providing "Ultimate taste – Absolute convenience" to professional users of bakery products. Simply Healthy™ is the most recent innovation – a range of pre-sliced sandwich breads high in fibre, low in saturated fat and sodium, that allows you to create sandwich recipes meeting today's nutritional standards.



LYNCH FOODS

72 Rainside Road
Don Mills, Ontario M3A 1A3
P: (416) 449-5454
F: (416) 449-9165
E: info@lynchfoods.com
W: www.lynchfoods.com
C: Nancy Wulff

Lynch Foods manufactures quality products ranging from jams and sauces to beverages, gravies, soups and dessert powders, packaged in bulk and portion sizes. Lynch Foods is working to reformulate and eliminate unnecessary fats, gluten and aspartame and reduce sugar and sodium wherever possible. Taste what Lynch has to offer – we're sure you will enjoy!

MAPLE LEAF FOODSERVICE SEE AD ON IBC

6897 Financial Drive
Mississauga, Ontario L5N 0A8
P: (905) 285-5378
F: (905) 285-6002
E: denise.paul@mapleleaf.com
W: www.mapleaffoodservice.com
C: Denise Paul

Maple Leaf Foodservice, a division of Maple Leaf Foods Inc., is Canada's leading processed meat provider. We are proud of our 100+ year history with our powerhouse brands: Schneider's, Olympic, Burns and Maple Leaf. Our commitment to being a food safety leader, reducing sodium and introducing product innovation have made us the top-of-mind protein supplier to the healthcare and hospitality market.

MARSAN FOODS

160 Thermos Road
 Toronto, Ontario M1L 4W2
 P: (416) 755-9262 ext 259
 F: (416) 755-6790
 E: sandi@marsanfoods.com
 C: Sandi Jeffries
 W: www.marsanfoods.com

CORPORATE MEMBER  Canadian Society of
 Nutrition Management

Marsan Foods has been a leader in meal solutions for healthcare since 1973. Marsan is known for product innovation, high production standards, and outstanding product support. We're committed to providing superior meal solutions at the lowest possible cost, and to providing varied, appealing and nutritious meals that enhance the foodservice and healthcare experience.

MCCAIN FOODS CANADA

10 Carlson Court, Suite 200
 Etobicoke, Ontario M9W 6L2
 P: (416) 679-1700 TF: 1-800-387-7321
 F: (416) 679-1711
 E: clwenner@mccain.ca
 W: www.mccain.ca
 C: Cindy Wennerstrom

McCain Foods Canada offers a wide range of potato products, appetizers, entrées, beverages, pizzas and desserts. With about 2500 employees in 12 processing facilities, we are proudly Canadian and a leader in agronomy, technology, innovation and new product development. McCain Foods continues to offer a diversified platform of consistently high-quality products.

MCCORMICK CANADA**Club House, Billy Bee and Lawry's**

600 Clark Road
 London, Ontario N5V 3K5
 P: (519) 432-7311, TFF: 1-800-265-4988
 F: (519) 673-0089
 W: www.mccormick.com
 C: Randy Donkervoort, Sales and Marketing Manager, McCormick Canada Food Service Division

CORPORATE MEMBER  Canadian Society of
 Nutrition Management

Building on strong brands and innovative products, McCormick Canada provides superior quality, value and service to our customers. Club House offers a variety of quality spices, herbs, seasoning blends, extracts, food colours and sauce mixes. McCormick's portfolio also includes Billy Bee Honey and Lawry's Seasonings.

MCLEAN MEATS INC.

SEE AD PAGE 33

P.O. Box 91987
 West Vancouver, B.C.
 P: (778) 285-1333
 F: 1-888-600-0229
 E: sales@mcleanmeats.com
 W: www.mcleanmeats.com
 C: Justin McLean

McLean Meats is North America's leader in clean, preservative-free deli meats, sausages and bacon products which are made using no added chemicals, fillers or celery extract – just quality meat and simple ingredients. They are also dairy, gluten and soy free. We offer organic, natural and antibiotic-free options. Private label and custom processing is available.

NESTLÉ PROFESSIONAL

25 Sheppard Avenue W
 North York, Ontario M2N 6S8
 TF: 1-800-288-8682
 TFF: 1-888-326-1379

E: npcanaahelp@archway.com
 W: www.nestleprofessional.com

Nestlé Professional delivers innovative beverage and culinary foodservice solutions that you can count on. Our portfolio of professional brands brings you the convenience and consistency you need for your operation. We are proud to build on our heritage of creating brands that are popular worldwide.

OCEAN SPRAY INTERNATIONAL INC.

One Ocean Spray Drive, Box 81
 Lakeville, Massachusetts 02349-1000
 P: (905) 281-4496 TF: 1-866-332-4211 ext. 2227
 F: (905) 602-2011
 E: ghaines@oceanspray.com
 W: www.oceanspray.ca
 C: Gordon Haines

Ocean Spray is a cooperative founded more than 75 years ago and owned by more than 650 cranberry and 100 grapefruit growers in North America. Some of these cranberries are grown in Canada by more than 100 growers in B.C., Québec and New Brunswick.

**PROGRESSIVE FOODS INC.**

#210, 8711 A, 50 Street
 Edmonton, Alberta T6B 1E7
 P: (780) 466-8651
 F: (780) 465-7476
 C: (780) 387-6334

W: www.progressivefoods.ca

C: Marvin Nakonechny, CEO

Progressive Foods Inc. manufactures and sells Quick Cooking Barley, a healthy and convenient alternative to rice, pasta or potatoes. Quick Cooking Barley is a whole grain that provides high protein, high fibre and a very low Glycemic index. We offer a wide selection of recipes for soups, pilafs, salads, risottos, jambalayas, casseroles or dessert.

REUVEN INTERNATIONAL

SEE AD PAGE 18

17 Dundonald Street - Suite 100
 Toronto, Ontario M4Y 1K3
 P: (416) 929-1496
 F: (416) 929-1499

E: patsygw@reuveen.com

W: www.reuveen.com

C: Patsy Gagne-Waithe

W: www.marsanfoods.com

For over 35 years, Reuven has been a supplier of high-quality, great tasting and nutritious chicken products to healthcare facilities including short- and long-term care homes and hospitals. Our value-added products are designed to meet the nutritional requirements of your resident, patients and retail customers. We are committed to providing menu solutions that are versatile, allowing for more recipe variety.



Increase fibre in your menu & reduce the need for bowel care meds by 60 to 70%!

2 Tbsp of flax flour provides 4 g of fibre and 3 g of omega-3 fatty. Flax tastes great and is easy to use.

Email your request for a product sample and information today to: info@flaxflour.com (Canada wide)

RICHARDSON OILSEED

RICHARDSON OILSEED LIMITED

2800 - One Lombard Place
Winnipeg, Manitoba R3B 0X8
P: (204) 934-5287
F: (204) 943-6065

E: sharon.jones@richardson.ca

Richardson Oilseed Limited is a vertically integrated, innovative manufacturer of canola-based oils, margarine and shortening supplying retail, foodservice, food processors and industrial bakeries worldwide. Recent developments in the market, such as increased consumer demand for healthier choices, have resulted in an increased demand for Richardson's product solutions.

FOOD PROCESSORS



BONDUELLE

35 Port-Royal East, Suite 300
Montréal, Québec H3L 3T1
P: (514) 384-4281
F: (514) 384-7992

C: Manon Darsigny

E: FoodServiceSalesCanada@bonduelle.ca

W: www.bonduelle.ca

Present in more than 80 countries, Bonduelle is the world's undisputed leader in processed vegetables. Its American subsidiary encompasses more than 3,000 employees and 800 growers who harvest and prepare vegetables in seven plants across Canada. The company markets top-quality vegetables under private label and proprietary brands such as Arctic Gardens and Bonduelle.



OCEAN BRANDS

Suite 100-3600 Lysander Lane
Richmond, B.C. V7B 1C3
P: (604) 242-0030 TF: 1-877-506-1294
F: (604) 242-0029
E: talktous@oceanbrands.com

Ocean's is a leading seafood brand in Canada known for its leadership in product innovation, quality management and sustainability. We offer a wide variety of canned tuna and canned salmon products, as well as value-added product like our SnackKits™, Snack-N' Lunch™ and tuna and salmon salads. For further information, visit www.oceanbrands.com.



OLYMEL

1580 Eiffel Street
Boucherville, Québec J4B 5Y1
P: (514) 858-9000 TF: 1-800-361-5800
F: (450) 645-2864

W: www.olymelfork.com

CORPORATE MEMBER Canadian Society of Nutrition Management

Acquiring healthy eating habits is possible with our range of 100 pork, chicken and turkey products developed according to the highest nutritional standards for our health and wellness program. We have also developed menus and recipes with attached nutritional information. You can download our program on our website, www.olymelfork.com.

SAPUTO DAIRY PRODUCTS CANADA

8000 Langelier Boulevard
St-Leonard, Québec H1P 3K2
P: (514) 328-6663
F: (514) 328-3389

W: www.saputo.com

At Saputo, we craft, market and distribute a wide range of high-quality dairy products, from our full line of milk, cream, culture and mix products, to many award-winning cheeses. Saputo is the largest dairy producer in Canada with products distributed under such well-known brands as Dairyland, Neilson, Baxter, Nutrilait, Saputo, Armstrong, Alexis de Portneuf, DuVillage 1860.

SUN RICH FRESH FOODS INC.

22151 Fraserwood Way
Richmond, B.C. V6W 1L6
P: (604) 244-8800 TF: 1-800-661-0087
F: (604) 244-8811

E: customerservice@sun-rich.com

W: www.sun-rich.com

C: Claude Doiron

Sun Rich Fresh Foods is a leader in fresh-cut fruit products for foodservice and retail. Canadian owned, we operate processing facilities in Vancouver, Toronto, Reading and Los Angeles. With increasing emphasis on healthy and convenient foods, foodservice operators, retailers and consumers choose Sun Rich. We take a Fresh Approach To Fruit™.

VALLEY FLAX FLOUR

SEE AD PAGE 31

P.O. Box 89
Middleton, Nova Scotia B0S 1P0
P: (902) 825-1528 TF: 1-866-825-8256
F: (902) 825-6114

E: howard.selig@flaxflour.com

W: www.valleyflaxflour.com

C: Howard Selig

Your residents need fibre. Include Valley Flax Flour in your menu. Let us show you how. Two tablespoons of flax provides 4 g of fibre and 3 g of omega-3 fat. Easy to use! Tastes great! E-mail your request for a products sample and information to sales@valleyflaxflour.com. Available throughout Canada.

FOOD SERVICE DISTRIBUTOR

CENTENNIAL FOODSERVICE

1-4412 Manilla Road S.E.
Calgary, Alberta T2G 4B7
P: (403) 214-0044

F: (403) 214-1656

E: scott.runciman@centfs.com

W: www.centennialfoodservice.com

C: Scott Runciman, Business Development Manager

CORPORATE MEMBER Canadian Society of Nutrition Management

Centennial Foodservice is a unique manufacturer-distributor serving the three westernmost Canadian provinces. Through our network of regional distribution centres, we provide solution-driven protein products and consultative services to healthcare operators at all levels. We are driven to learn customers' needs in order to earn their business.

GORDON FOOD SERVICE

SEE AD PAGE 21

2999 James Snow Parkway N
Milton, Ontario L9T 5G4
P: (905) 864-3700 TF: 1-800-268-0159
F: (905) 864-3843

E: nrussell@gfscanada.com

W: www.gfscanada.com

C: Natalie Russell

CORPORATE MEMBER Canadian Society of Nutrition Management

Gordon Food Service is a national foodservice distributor with locations across Canada. GFS Healthcare and Hospitality supports your foodservice operation with a wide healthcare product offering, education programs and resources. We provide dedicated healthcare sales professionals, menu management software and the industry-leading Canadian Nutrition Resource Centre.

KGB MARKETING

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F: (905) 624-1323
E: info@kgbmarketing.com
W: www.kgbmarketing.com
C: Claudio Cowdrey

KGB Marketing is recognized as one of the leading distributors, serving the food and hospitality industry for more than 30 years. We have an excellent working relationship with dealers, buying groups, hotels and chains, and strive to not only meet industry expectations and standards, but to surpass them.

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F: (416) 620-3123
W: www.parmalat-foodservice.ca

Parmalat Foodservice is dedicated to the foodservice industry by delivering quality brands, products and service. We combine the best product features and superior performance of key dairy brands such as Beatrice, Lactantia, Astro, Black Diamond and Racolli with an understanding of the specialized needs of our foodservice customers.

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P: (519) 453-3410 TF: 1-800-265-9267
F: (519) 453-5148
E: chartman@summitfoods.com
W: www.summit.colabor.com
C: Cindy Hartman

Summit Foods is a Canadian-owned full-line distributor delivering brand-name value to the healthcare industry. Our dedicated healthcare consultants offer personalized service designed to meet your needs with online ordering, custom order guides and inventory control. Meeting rooms and test kitchens are available at London, Mississauga and Ottawa branches.

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P: (416) 234-3095
F: (416) 234-3088
E: emmerton.sarah@corp.sysco.ca
W: www.sysco.ca
C: Sarah Emmerton, R.D.

CORPORATE MEMBER  Canadian Society of Nutrition Management

Sysco is the leader in food service marketing and distribution. Along with a dedicated team of health care professionals, Sysco offers a broad line of products and service solutions. Ask us about our Healthcare Website, Synergy Software, Recipes on Demand, newsletters, regional healthcare shows, education and menu planning days.

TALIA FOODS INC.

SEE AD PAGE 29

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F: (905) 452-3844
W: www.taliafoods.ca
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TFF: 1-866-468-0777
E: csr@silvergrouppurchasing.com
W: www.silvergrouppurchasing.com
C: Stephanie Grills, National Sales Coordinator

CORPORATE MEMBER  Canadian Society of Nutrition Management

Silver Group Purchasing provides professional services to the health care industry for the acquisition of supplies, services and capital equipment contracts. We are committed to providing measurable cost savings to our members through preferred suppliers. We offer additional resources such as our Nutritional Support Systems.

INFORMATION TECHNOLOGY

CULINARY SOFTWARE SERVICES

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Boulder, Colorado 80302
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F: (503) 585-5543
E: marketing@culinarysoftware.com
W: www.culinarysoftware.com
C: Eileen Allison

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W: www.esha.com
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E: michael@vstech.com
C: Michael Babines, Vice President
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 Toronto, Ontario M8Z 5P1
 TF: 1-800-331-9433
 F: (416) 255-6628
 E: ecps_clientservices@aramark.ca
 W: www.ecps.ca
 C: Angelo Colalillo, Director of Operations, E.Canada

CORPORATE MEMBER  Canadian Society of Nutrition Management

Membership in Complete Purchasing Services provides CSNM members with competitive, stable pricing on a broad range of high-quality products and services as well as operational tools and resources including menus and recipes, educational materials, online national classified listings, theme meal planners and workshops.

DEB CANADA SEE AD PAGE 15

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 Waterford, Ontario N0E 1Y0
 P: (519) 443-8697 TF: 1-888-332-7627
 F: (519) 443-5160 TFF: 1-800-567-1652
 E: kathryn.barbe@debcanada.com
 W: www.debgroup.com
 C: Kathryn Barbe
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E: shane.mckay@diversey.com
 W: www.diversey.com
 C: Shane McKay
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Nutrition Management

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Nutrition Managers make supplier choices regularly as part of their responsibilities; many of these suppliers are corporate members of the CSNM or support the organization through advertising in *Food Service & Nutrition* magazine.

The food service industry in Canada is growing. As suppliers seek innovative ways to improve their products, members of the CSNM pursue excellence in delivering them to their clients.

Mutual support among suppliers, Nutrition Managers and the CSNM ensures a bright future for the food service industry.

To learn more about the CSNM, visit our website.

www.csnm.ca





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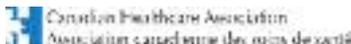
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Campbell's Foodservice provides a full range of creative menu solutions for healthcare customers in acute care hospitals for patient feeding and healthcare retail cafeterias, and for senior living in both long-term care and retirement residences. Our product portfolio includes a full range of soup solutions, entrees, healthy beverages, texture modified foods and products for dysphagia management. Please visit our Campbell websites at www.campbellsfoodservice.ca and www.campbellshealthcare.ca for details about our product line, nutritional information and recipe ideas.



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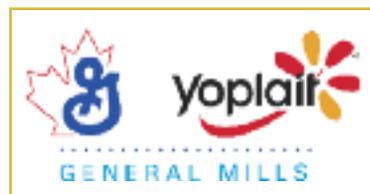
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KGB MARKETING INC.

KGB Marketing Inc. is recognized as one of the leading manufacturers and distributors serving the food and hospitality industry for the last 30 years. We cover the entire Canadian market. Our Mississauga sales office, showroom and warehouse, provide customers the very best in reliable, fast and competitive pricing and service. Our goal at KGB Marketing Inc. is to not only meet industry expectations and standards, but surpass them! For more information, visit www.kgbmarketing.com.





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