

handwashingforlife[®]

HANDS-ON SYSTEM

monitor

3



The Handwashing[®]
Leadership Forum



Step Five: Monitor Performance – Motivate Change

Now is the time
to get serious about
performance

The hard work is now complete.

The Risk of foodborne illness has been assessed and actions taken to manage the key factors.

Hand hygiene frequency targets have been established at individual and team level.

Optimization of processes, equipment and supplies is progressing based on a prioritized plan.

All employees have been trained.

There are three signals that a top athlete is serious about being the best in their game:

They quantify and track achievement against target.

They adhere to ongoing training to build consistency.

They commit to best practices to achieve the best result.

this section includes

Performance Monitoring
Guide and Checklist

Performance
Recognition Guide

Event Planning Calendar

Links to on-going
ideas and advice

After completing this section the Person-In-Charge will:

Be equipped to quantify, measure and record hand hygiene behavior at individual and/or team level

Be in a position to recognize good performance and address poor performance as it happens

Have on-going access to performance enhancing techniques

Have a HACCP compliant hand hygiene system in operation



Motivating Team Performance

Step-by-step guide
to monitoring
& motivating
team performance

Step	Action	Date
One	<u>Handwash & Sanitizing stations are in place</u>	
Two	<u>Dispensers are ALL equipped with counters</u>	
Three	<u>Base of handwash frequency determined</u>	
Four	<u>Employee Training complete</u>	
Five	<u>Individual and team frequency targets in place</u>	
Six	<u>Zoning of employees to HH stations complete (optional)</u>	
Seven	<u>You are leading by example every time you enter operation</u>	
Eight	<u>Dispenser counts are on line check sheet and captured daily</u>	
Nine	<u>Handwash frequency numbers are calculated</u>	
Ten	<u>Performance is graphed against base and target and reported each day and/or week</u>	
Finally	<u>Success is recognized at individual and team level</u>	

Performance Recognition Guide

example

of best practice recognition system

One food service operation HFLI has been involved with has developed a unique recognition system that motivates staff and reassures customers that food safety is a priority. Can you adapt this to your operation?

This is a full service food chain located in major shopping malls.

Their kitchen and wait staffs wear uniforms that include a white jacket (kitchen) or blue jacket/overall (front of house).

Handwashing is supervised when employees first report to work and randomly checked with Glitterbug and UV light.

They award their staff with military ranks for achievement in personal and food service hygiene:

Private stripes on shoulder for passing core hand hygiene certification

Corporal stripes on shoulder for consistently meeting handwash frequency goals

Quality of entry wash & frequency targets.

Sergeant stripes on shoulder for passing food safety knowledge program of company

Knowledge requirements vary with position.

They provide a monetary reward for achieving and maintaining these levels of performance

Base salary for Private

5% salary bonus for Corporal

7.5% salary bonus of Sergeant

Failure to maintain performance is managed as follows

Warning for first failure

Loss of stripes for second failure

Loss of salary bonus for third failure

Progress in improving hand hygiene practices doesn't occur, and cannot be sustained, in the absence of an effective recognition system. The best recognition systems address all levels of individual and team performance:

Performance that **consistently exceeds** frequency targets must be recognized by both the PIC and senior managers/owners. Use existing recognition tools to highlight performance (ie. newsletters, bulletin boards, websites, staff meetings, bonus pay, etc).

Performance that **meets and occasionally exceeds** frequency targets should be recognized by the PIC with particular attention given to those times when goals are exceeded. Again the use of existing recognition systems is best.

Performance that **occasionally does not meet** frequency targets should be addressed immediately by the PIC and a dialogue should be initiated on why performance does not meet target and what options exist to correct the problem. Remember that not all issues are employee issues..... are best practices in place for design, equipment and supplies. The occasional lapse in performance is often a result of workload and convenience.

Performance that **consistently fails to meet** frequency targets should be addressed by the PIC and senior manager/owners. The first step is to revisit the Hands-On program to look for oversights in the implementation process. The next step is to meet with workers to discuss the issue and the course for improvement.

Event Planning

Leaving good hand hygiene to chance is taking no chance at all, **it won't happen.**

Plan ahead to refresh, review and re-energize your staff.

HFLI offers a number of tools and links on our website to support a comprehensive approach to hand hygiene management. The following are just a few examples of the tools available. For details on these programs and more, check the website Learning Center at: www.handwashingforlife.com

Team Rally

This program is outlined in section 4 of this manual. The Team Rally “makes handwashing happen.” This step-by-step guide makes it easy to create and successfully execute an active-learning program that crosses the usual language barriers. Workers develop the knowledge, understanding and commitment required in their role. Team Rally engages prep line workers, servers and their managers to reduce the risk of foodborne outbreaks.

Team Tally - This is the Team Rally run at multiple locations pitting one operating unit (or shift) against another...

Everyone likes to win. Team Tally sets up an opportunity for teams to demonstrate their professionalism day in and day out. Team membership motivates performance.

Handwashing Frequency - daily, weekly, monthly.

Pro-Hands

This program is randomly done and targets Individual performance. It's a quick quiz of handwashing skills conducted on-site as the employee enters for his or her daily shift. Using Glitterbug and a UV light instant feedback on handwashing skills allows for corrective action and reinforces your commitment to performance.

Pro-Tally - Who is washing? Who is not? This “surprise” contest (i.e. don't tell them until it's over) awards positive behavior and opens the window for training those who don't understand the importance, or the when, of hand hygiene. This program identifies the leaders and improves the handwashing frequency of the rest. Easiest to do when teams are created around defined handwash zones. The team with the highest frequency of handwashing (indexed to their target) wins the prize.

The Pro-Grade Challenge

This is Pro-Hands for the entire work team. Handwashing is an application of knowledge and skill. The ProGrade Challenge is an easily staged event to remind food workers of the invisible pathogens and the importance of effective handwashing. Competition raises awareness and opens multi-lingual contestants to an active learning experience.

Announce the event, the time period and any awards. Offer to do practice sessions for the days prior to the event. Run the event by having staff arrive to work 30 minutes early..... make the award worth the effort.



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Event Planning Calendar Example

month	1	2	3	4	5	6	7	8	9	10	11	12
team rally												
wash posters	#1			#2		#3		#4		#5		
pro-hands	[show in all months — 1 per week]											
team tally												
“hey” audio message												
pro-grade challenge												

Shaded boxes indicated best timing/month to complete task.
 Wash posters - # indicates which poster to run in appropriate month.

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Line Check Report

KITCHEN LINE CHECK for August 10, 2004

Line checks must show a checkmark or temperature for each item listed.

OPEN: Luis

MID:

CLOSE: Matt

This is an example of a line check report that incorporates recording counts at hand hygiene stations.

Note that this operation equips each station with two soap dispensers (Right & Left).

This example shows 4 counts are conducted per shift one count at the end of each day is sufficient in most operations provided reporting is posted for beginning of the next days shift.

PRODUCT	TEMP/TASTE				QUALITY	CONTAINER SIZE	MEASURE UTENSIL
	10	2	4	8			
Hand Station 1 R					Record count		
Hand Station 1 L					Record count		
Hand Station 2 R					Record count		
Hand Station 2 L					Record count		
Hand Station 3 R					Record count		
Hand Station 3 L					Record count		
Hand Station 4 R					Record count		
Hand Station 4 L					Record count		
Line Check Tools					Biotherm & Scales, Plas Spoons, Fry Kit & Mixer		
Dessert - Details					Frozen Bowls, Products, Spoons		
Cheesecake					40, Complete Thaw, Firm, No Broken Slices	Tupperware	Each
Molten Chocolate Cake					40, Not Broken, Never Stacked, Thawed		Each
Paradise					40, Wrapped, No Paper, Thawed	1/3 pan	
Strawberry Sauce					40, Proper Blend, Not Sour/Mushy, Label	bottle	Drizzle
Kid Pizza					40, Pulled Daily, Not Broken, Firm Crust		Each
Hard Shell Coating					Room temp, Thin / Smooth, Never heated	1/6 pan	1 oz ladle
Walnuts					Room temp, Chopped, Dry and chunky	1/9 pan	Tbl
Ice Cream					No Ice Crystals, Frozen, Heath Specks	1 gallon tub	#6 Scoop
Hot Fudge					110, Silky, Thick & Glossy, Not Bitter	bottle	
Caramel					110, Thick, Smooth, Glossy	bottle	
Queso					145, Chilli/Cheese, Hydration, No Skin	1/3 w/thermal	1.5 & 5 oz L
Mash Black					145, Light Paste Text, Fresh Taste, Smooth	1/6 pan	Spat(sm)
Nacho Rounds					Crispy, Not broken, Fresh daily	1/2 pan	Each
Onion/Pepper Portion					40, No Rough Cut, Firm to Bite	1/3 pan	1/2 c & 1/2 c
Diced Toms					40, 3/8" cut, Core removed, Freshly cut	1/6w/drip	1/3 cup
Guac					40, No Brown, Chunks Visible, No Sour Taste	1/6 pan	#24 scoop
SC (Record Temp)					40, Firm&Fsch, Slight Acid Flavor, No Mold	1/6 pan	#24 & spat
Jals					40, In Juice, Full Pieces, Mild Flavor	1/6 pan	Each
Pico					40, Seasoned/Mixed, Slightly Hot, Color	1/6 w/drip	#24 scoop
Chix-portioned					40, 1/8"-1-16" cut, No Pink, Weight	1/6 pan	5 oz
Beef-portioned					40, MR, 1/8"-1/16" cut, Cross Cut, Weight	1/6 pan	5 oz
Shred Lettuce					40, Dry No Wilt, No Brown, 1/8" cut	1/3 w/drip	1, 1/2 cup
Jack					40, 3 Part Ratio, No Clumping, Moist	1/3 pan	1/2 cup
Mix C					40, 3 Part Ratio, No Clumping, Moist	1/3 pan	1/8, 1/2 cups
S/N 1 Refrigeration Temp.					40 degrees Fahrenheit or below		
Rice Cold(Record Temp)					40, Well Season, Mix, No Clumps, Heat Through	1/3 pan	6.5 oz
Veg Quesa					40, Portioned, Bite Size Pieces, Veg Ratio	1/3 pan	5 oz
Torts					Not Dried Out, Covered, No Mold	bag	Each
Tort strips					Fresh-Crisp, Not Greasy	coffin	1/4 cup
Rice Sticks					White, Fluffy, Not Greasy	coffin	1, 1/2 cups
Nacho Griddle					375, Scraper, Pizza Paddle, Quesa Presses		
Blk Beans					145, Hydrated, Taste Fresh, Hint Salsa Taste	1/3 w/thermal	5 oz Ladle
Tort strips					Fresh-Crisp, Not Greasy	1/6 pan	1/4 cup
Croutons					Room Temp, Dry/Fresh, With Drip, No Crumbs	1/6 pan w/drip	1, 1/4 cup
Almonds					Room Temp & Dry, Firm to bite, No decay	1/9 pan	Tbl
Peppercorn Spice					Room Temp, Clean and Labelled, Filled	1/9 pan	tsp
Butter Spray					Melted, Clear, Fresh	spray bottle	Spray
Bacon Crumbles					Fully Cooked, Coarse Cut, Fresh	1/9 pan	Tbl
Salad - Details					Wrapped & Timed, Cutting Boards, Reach-In <35		SCALE PRESENT ON LINE?
Romaine					40, 1" squares, Clean/Spun Dry, No Brown/Crisp	bag	green tongs
Sal Mix					40, 1" squares, Clean/Spun Dry, No Brown/Crisp	bag	green tongs
Nacho - Details					Hydration Pitcher, Power Up/Down, Smallwares		
Monitor - S/N					Power on		
To Go Items - S/N					Boxes, Bowls/Cups/Lids, Ramekins/Lids		
Sanitizer - S/N					Mandatory		
Caesar (Record Temp)					40, Creamy, Off White Color, Tangy	1/6 pan	1, 1.5, 2 oz L
Diced Toms					40, 5/8 cut, Core Removed, Fresh	1/6 pan	1/3c&tbl
Mix C					40, 1 to 3 Ratio, No Clumping, Evenly Mixed	1/6 pan	1/3, 1/4 cup
Pico					40, Seasoned/Mixed, Fresh Flavor, Daily	1/6 pan w/drip	#24scoop
Salad Garnish					40, Bright Color, Fresh Confetti, Crisp	1/6 pan	1/2 cup
Green Onions					40, 1/8"cut/no white, Fresh/Dry, Minimal Portions	1/9 pan	Tbl&Tsp
Creamy Cilantro					40, Fresh, Tangy/Not Sour, Creamy	1/9 pan	3 oz ladle
Water Chestnuts					40, In Juice, Bland but Sweet, Off White/Crisp	1/9 pan	1/3 cup
Mandarin Oranges					40, In Juice, No Souring/White, Sweet Flavor	1/9 pan	1/3 cup
Pine Tidbits					40, Citrus/Chunky, Fresh	1/6 pan	1/4 cup
Sesame Ginger					40, Well Mixed, Slightly Oily	1/9 pan	3 oz Ladle
Diced Eggs					40, Fresh Each Shift, Fresh Smell, No Slime	1/9 pan	1/4 cup / Tbl.
Carrots					40, Bright, Crisp/Not Dried, Shredded	1/9 pan	1/3 cup



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Measure & Graph Daily/Weekly Performance

example

Support for the Person-In-Charge

can your operation beat this performance?

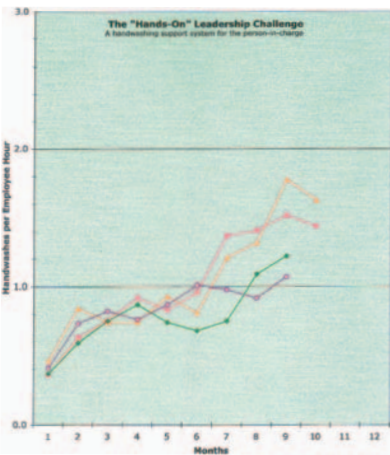
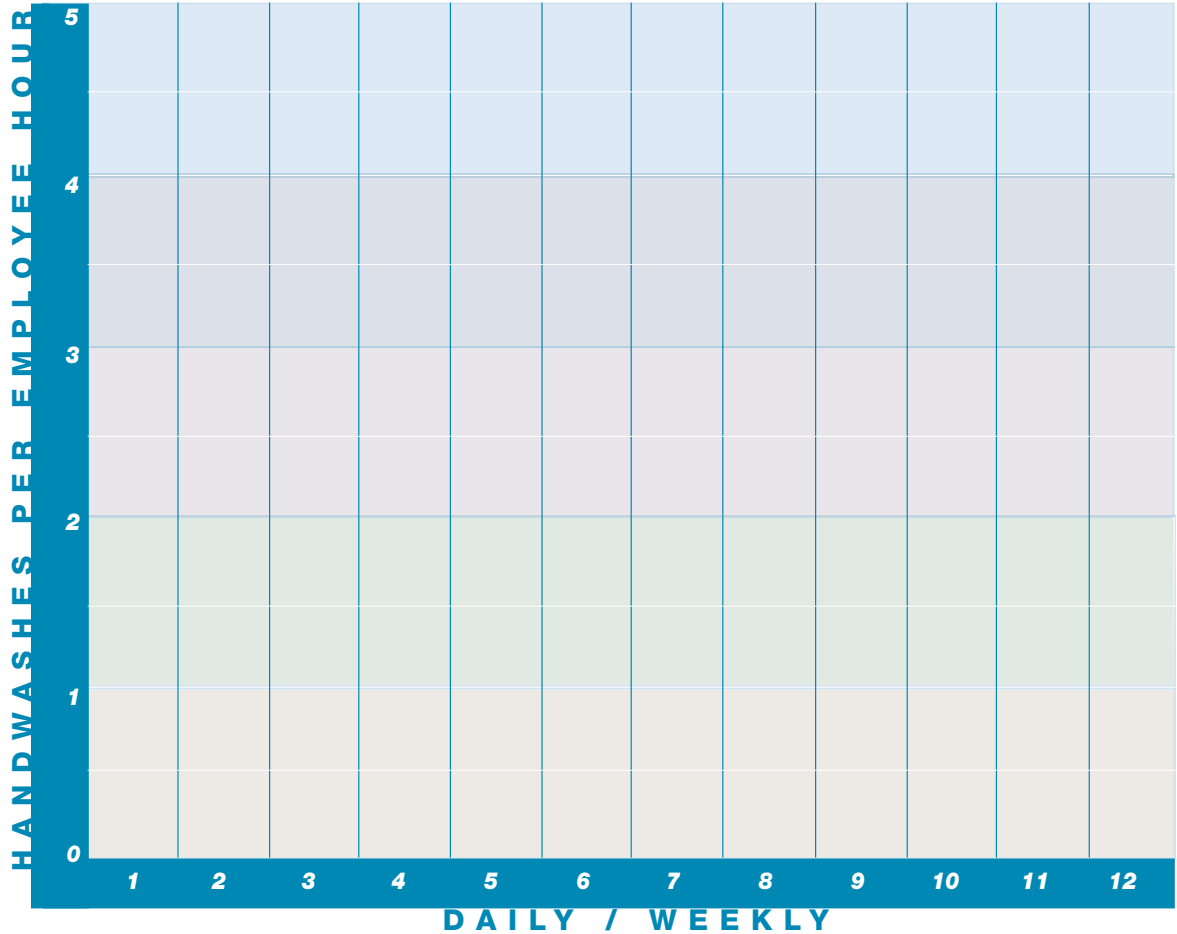
“Actual results from implementing Hands-On system in a full service food operation in North America”

Performance goal was set by management at 1 handwash per hour per employee

Program started with Team Rally and repeated Team Rally again in month 6

Posters were implemented in months 8

No other activity



- Center Street #726
- County Line #122
- Lakeside #037
- Burlington #486