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THE ONTARIO BRANCH

CANADIAN INSTITUTE OF PUBLIC HEALTH INSPECTORS

NEWSLETTER

March 1970

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PRESIDENT'S MESSAGE MARCH 1970

Since the January issue of our Newsletter, a very important announcement has been made by the Ontario Department of Health concerning the Certificate Course in Environmental Health Administration. The course for the Certificate in Environmental Health Administration is recommended for supervisory public health inspection personnel by the Canadian Public Health Association, the Canadian Institute of Public Health Inspectors, and the Department of Health. Ryerson Polytechnical Institute is now giving the course by correspondence and evening classes, and it is proposed to include the course in the full-time day calendar in September 1970. The Department of Health will support these courses by considering as a shareable cost item in local health agency budgets:

A. The course tuition fees and the inspector's salary while on the full-time day course. Support for this full-time course will probably be limited to the first two or three years and they would consider that attendance should be restricted to one person from a district health unit, health unit, or health department for one year.

B. The course tuition fees for subjects taken on this course by correspondence or evening classes. It is suggested that two-thirds of the tuition might to paid on proof of registration and the final one-third following successful completion of the subject.

This is most encouraging, and it is hoped that every unit or department will make the necessary arrangements to have a representative on the day course. I am pleased to say I have been given the opportunity by my Medical Officer of Health to apply for enrollment.

A letter dated February 20, 1970, from the Ontario Department of Health to Medical Officers of Health regarding Overload Demands for Public Health Inspection Service has apparently created a great deal of concern. The employment of unqualified part-time personnel without any definite guidelines would be most detrimental.

Our National President has set as one of our priorities the following - "Convince hiring authorities that the inference that the auxiliary or assistant type of person will fill the gap of shortage of generalist inspectors is not so, but rather improve conditions of employment opportunity for growth advancement, job satisfaction, status and prestige to ensure adequate staffing. (As pointed out by our Executive and Life Member Claude Stonehouse, in correspondence directed to the Secretary of the C.P.H.A. Board of Certification, 'prestigious well paid positions seldom are unfilled and conversely low status and low paid jobs are continually on the search for applicants')". I am sure this will receive further discussion at our next Branch meeting in April.

If you have not sent in your 1970 dues, please do so as Branch funds are always low at this time of year.

W. Straughan, C.P.H.I.(C),
President - Ontario Branch,
Canadian Institute of Public Health Inspectors.

IN THIS ISSUE:
- President's Message (above).
- Editorial.
- J.C. Kennedy Speach to 1969 Conference.
- Second Dues Notice 1970 (where applicable).
- Revised Branch Roster (separate).

EDITORIAL SIGNOFF: Yes, your Ontario Branch Newsletter will next come as the effort of another Newsletter Editor. Use of the singular is no accident, as it remains much the thoughts of the Editor. But must it remain this way? Only YOU AND I can improve on this position. We welcome Gerry Skipwith to the post and wish him much success in what we have come to believe is or could be a vital link between Public Health Inspectors. He deserves your support.

The attached roster of Branch Institute members is for your personal reference. It is hoped that you will now be aware of your fellow members and of those who are not. If you believe in the purposes and objectives of the CIPHI, you will invite the non-member of your acquaintance to BELONG, to SHARE and to PARTICIPATE.

Arrangements for this year's In-Service Training Courses, are now complete. You should be giving this matter your immediate attention. In just four months, another Annual National Inspector's Convention will be history. Will your proxy vote be properly completed and assigned to our official Branch delegate, President Bill Straughan? Or will that proxy be but a further addition to file 13? We (Ontario) have lost several close votes but for the lack of a few proxies. Was yours missing?

The following speech was given at the Annual Branch Convention in Scarborough in September 1969 by J.C. Kennedy, Cara Operations Limited.

The Canadian Restaurant Association conveys best wishes to the Ontario Branch of the Canadian Institute of Public Health Inspectors for a most successful annual meeting.

We thank your Chairman of the Program Committee - Mr. Feeney - for the invitation and we are pleased and honoured to have the opportunity to attend your annual meeting.

We note that the theme of this convention is focused on communications. It so happens that the Canadian Restaurant Association adopted as their theme for this year's convention "Change with the Times" --- and so it was easy to choose a topic for this discussion as an extension of our theme of the current year:

"THE CHALLENGE OF THE SEVENTIES"

Communications is Vital:

We are assembled here today to share knowledge and confer together. Men have learned in science and technology the great advantages that come from being able to convey information fully and exactly to one another. They are only beginning to perceive the vital importance of communications, socially and politically. There are also personal values in good communication: growth of knowledge - depth of intelligence - self-fulfilment - and peace of mind. Instead of hurling propaganda at one another as individuals or provinces or nations, the needs of this hour demand that we talk together. Dialogue begins in an act of faith so that thoughts are interpreted and ideas are combined or blended. Civilization is possible only through confidence - and to win confidence the word we speak and the things we write must breathe sincerity and purpose. When a word kindles the same meaning in the mind of the hearer as in the mind of the speaker, there is successful communion. Cicero summed it up like this:

If a wise man were granted a life of abundance of everything material, so that he had leisure to contemplate everything worth knowing, still, if he could not communicate with another human being, he would abandon life".

So we can all participate, and contribute to society, to organize communities, to a more rational code of law, and to a better government.

All of these things we work toward, and the way to reach them is by communication.

Having recognized the importance of communication, let us look for a moment towards...

The challenge of leadership in management:

The task of the manager is to establish an internal enterprise environment for effective and efficient operation of individuals working together. This environment is characterized by commonality of purpose, an intentional structure of roles, the removal of obstructions to performance and motivation of individuals for performance. The manager must make the time to keep in touch with juniors and to visit the production line frequently. Only thus can he appraise the spirit of his people, tap their interest and assure their cooperation in carrying out plans upon which he decides. Human motivations and human emotions are involved as factors in the solution of every problem.

The challenge of assuring management quality is initially one of appreciating that the needs for management understanding and development are greater than ever before. The dangers of managerial obsolescence are great - we are accustomed to thinking of the rapid growth of knowledge in the physical and biological sciences and noting how an engineer or a physician can quickly become obsolete unless he keeps abreast of developments in his field.

More Managerial Inventions:

Another challenge for leadership lies in the opportunity for more managerial inventions. Some inventions of the past include the variable budget, rate of return on investment analysis, linear organizational charts and program evaluation and review techniques. Mere reference to these inventions underlines the fact that they are perceptive tools developed from a basis of principle on one hand and needs on the other. Reference to them indicates also that they are useful devices in improving the art of management.

In a world of change and competitive rivalry for men, ideas, resources and results, every socially desirable enterprise must be so managed as to yield the best possible results in terms of goals sought.

Our private foundations have an obligation as instruments of social betterment to support meaningful research in the field. It also means that business, government and other enterprises so dependent on management for their effectiveness and efficiency, should seize the opportunity to support management research and development with the same vigor they have pursued such goals as new products, improved physical health, defence, public welfare and the race into space.

The challenging needs are here. The cultural levels appear to be rising to the point where many answers are feasible. The question is simply where and how this leadership can be developed.

At this time, having acknowledged the priorities of communications and the responsibility of leadership, we now face the challenge of change. We in the food service industry must re-assess our responsibilities on information systems, increased sophistication of planning, inter-departmental liasion, communication, promotion of understanding, product research, educational programs, and the value of excellence.

These objectives are expensive, and funds that have been set aside for this purpose are abysmally inadequate. History teaches us that when needs exist and are recognized, and when the cultural level reaches the point of ability to meet these needs, leadership usually arises to inspire solutions.

Perhaps the greatest challenge of control is that related to new vistas of information now available, and the new emphasis on information systems. It is well said that the reach of the executive is determined by the information system at his command -- note: "at his command". This means information preferably of a forecast nature, that is material weighed against time limits, that measures performance against goals and is analysed to determine why and where actions are missing goals.

Our problem is not data processing, storage or retrieval, but rather "data indigestion". Our challenge lies in information designed both of needed information in-put and of desired information out-put. It is one of solving the problem of data indigestion while keeping abreast of a broadening spectrum of data and looking deep into its levels. The successful manager cannot rely on averages -- it is meaningless for a program, for example, to be on time "on the average". This problem was well put by Marian Harper when he said, "Processing information today calls not only for distinguishing the forest from the trees, but distinguishing between leaves and chlorophyl while still losing sight of the forest".

Let us now focus particular attention towards.....

Attitudes about Sanitation in Restaurants:

Although a great deal of progress has been made in the field of food service sanitation, there is still an enormous amount of work that must be done to provide truly sanitary and healthy conditions in our eating establishments. Such was the conclusion of a recent survey conducted in Pennsylvania by the Department of Psychology of Pennsylvania State University and the Pennsylvania Department of Health, under a grant from the U.S. Public Health Service, Department of Health, Education and Welfare.

The study entitled, "Attitudes about Sanitation in Restaurants" is the result of data collected through extensive interviews by specially trained personnel of public health officers, patrons of eating and drinking establishments, employees and owners of these establishments.

The study was initiated to gather data that would provide documentation of the extent of compliance with the established (sanitation) standards, to provide an understanding of the reasons for the apparent discrepancy between desirable and actual behaviour and to suggest procedures that might diminish the size of the gap that was found to exist.

Acting from preliminary investigations and observations of experts in environmental health, the study was started with the following hypothesis:-

1. Most owners and managers of food establishments do not consider the observance of many recognized sanitation standards important to the success of their business;

2. The objectives and attitudes of health department officials in establishing sanitation standards and the procedures employed in their implementation may not agree with the notions of necessary requirements as perceived by food service personnel;

3. The objectives and attitudes of health department may not be effective in gaining satisfactory compliance, but may even contribute significantly to an apparent hostility existing between food service personnel and public health officials;

4. Many food service personnel do not wholly comply with sanitation standards because they do not consciously accept all the essentials in a good program of sanitation.

A greater awareness of sanitation essentials by food service personnel and a better recognition of problem areas in their respective establishments may be a significant factor in the upgrading of sanitation levels in the food service industry, the report stated.

Starting with these hypotheses, the results of the survey did not come as a surprise to the personnel involved in conducting the study. However, much more was learned about the attitudes of the three groups of people involved in food sanitation: the public, the employees and managers and the health officials.

The study showed that although reward is the more effective motivation for learning and retention in the case of food service personnel and their compliance to sanitation standards, the prime motivational factor is fear -- reward, according to the food service people, has been lacking.

In addition, the study showed that levels of sanitation in many establishments will only be minimal or even sub-standard because many food service personnel by their own acknowledgement are not aware of the broad scope of essentials necessary for a good sanitation program.

There appears to be a feeling among food service personnel and the general public that inspections and regulations will always be necessary. However, in order to eliminate some of the more pressing problems and raise sanitation standards, the reporters of the Pennsylvania study have compiled a list of difficulties and positive suggestions:

Problem #1: A majority of food service personnel and patrons have little understanding of sanitation essentials or the possible consequences of failure to maintain them.

Solution: A continued program of information and education via the mass media and in the schools, with the emphasis upon the public's responsibility to encourage high standards of sanitation.

Problem #2: A lack of uniformity among public health officials in food programs is a frequent cause of the hostility of food service people and their varying degrees of compliance.

Solution: Institute a careful, detailed job and worker analysis of the health officials' duties and performances: formulate a simplified manual and check list to be used by all; maintain periodic seminars and meetings with sanitation and food service personnel to clarify regulations and emphasize uniformity. Existing manuals may have to be updated and made simple.

Problem #3: The unpleasant image of the public health official as an "enforcer" or "political appointee".

Solution: Better public relations in behalf of health officials; better effort on their part to assist and educate food service people in the common concern for sanitation.

Problem #4: Embarrassment and fear of involvement often keep patrons from complaining about unsanitary conditions.

Solution: Open an avenue of complaint through a central agency - perhaps via postage-paid cards conspicuously placed on tables or cashier counters.

Problem #5: Owners and employees complain that they are poorly informed about standards.

Solution: Furnish them with a brief, informative newsletter to regularly increase their knowledge of sanitation problems and requirements.

Problem #6: Many new owners have had no previous experience in sanitation requirements.

Solution: Initiate a program of orientation and indoctrination; inspect the establishment before it opens rather than after; have the owners take written "examinations" designed to motivate and inform.

Problem #7: Sanitation personnel do not receive adequate training for food program activities.

Solution: Re-evaluate the present training programs; institute pertinent courses for both new and experienced personnel; provide periodic in-service seminars on inspection procedures, interpretation of regulations, etc.

Problem #8: Sanitation personnel are involved in so many activities (18 on the average) that the food program suffers.

Solution: Train specialists for the food service field.

Problem #9: Hostility and resistance to the health official is often due to his attitude, approach and personality.

Solution: Select officials well suited to food service work for specialization.

Problem #10: Job satisfaction among public health officials is not high, but job turnover is. (Reasons: salary considerations, promotion possibilities, and recognition and support of superiors).

Solution: Provide for merit increases in salary, awarded impartially and in recognition of deserving performances; establish greater unity and cohesion between state and county field sanitarians and administrative and supervising personnel.

Problem #11: Restaurant and tavern organizations limit their activities to legislative matters, almost never promote sanitation essentials.

Solution: These organizations would better serve their membership, encouraging them to a sense of pride, if in their meetings and publications they discussed sanitation and provided awards for outstanding accomplishment; perhaps even institute self-policing committees.

Problem #12: The training of employees appears to be either casual or nil, and owners are not usually equipped to train.

Solution: The health department should take pains to point out the advantages and necessity of training; devise brief, effective courses, make training procedure available to owners who wish to conduct seminars in their own establishments, oblige frequently offending owners to attend training sessions.

Problem #13: Compliance appears to be motivated almost exclusively by fear.

Solution: Introduce pride as a motive; establish a system of periodic reward for establishments who comply consistently and beyond the level of state requirements.

Problem #14: A small minority will never consistently comply with regulations; this tends to irritate and discourage many conscientious owners.

Solution: When everything else has failed, force closure.

Problem #15: Current procedures for certifying and upgrading sanitation officials are not clearly defined.

Solution: Re-evaluate procedures until they are clear, so that all communities may benefit by having adequately prepared health officials inspecting their food service establishments.

Associated liaison:

These problems, as outlined, fairly well represent the task that lies ahead. Our Association would like to establish a close liaison with the Ontario Branch of the Canadian Institute of Public Health Inspectors. There is a great need for mutual understanding, better communications, and combination of effort. Most restaurant operators do not understand the organizational structure of the Department of Health, whether it be national, regional or local level.

The revisions to the Regulations made under The Public Health Act respecting food premises have created some misunderstandings and apprehension.

Our Association has some very specific objectives in the area of educational programs and guidelines for a National Sanitation Code. We would like to join hands with you and solicit your help in achieving these objectives.

Conclusion:

Advances in the field of food technology, together with the distinct change in the social patterns of living in this country, have perceptibly altered the eating habits of the Canadian people, and concurrent therewith, the types of food service establishments.

In recognition of these changes, our Association plans to implement more effective measures for standards of operation and legislative control wherever food is prepared, served or displayed.

Management needs encouragement to accept responsibility in the training of personnel. Here is an area in which associations serving the food service industry can make a contribution by offering training to management personnel which will enable them to set up and carry out their own program of instruction. The Canadian Restaurant Association would welcome and endorse an expanded inspection service----including bacteriological control----with the accent on educational programs.