



Hospital for Special Surgery

THE CHALLENGE

Executive management of HSS, the number two ranked orthopedic hospital in the United States, requested Carpédia to conduct an analysis of its Food & Nutrition department. This department is responsible for preparing in-patient meals and delivering the meals to the patient rooms. The department is also responsible for taking the patient's meal orders and monitoring diet changes. To improve patient service levels, the breakfast tray assembly line was to be eliminated, a breakfast cart introduced to each floor and the labor converted into value added service oriented activities. In conjunction, a spoken lunch and dinner menu would become part of the increased service program.

Food distribution was performed by two people who attempted to deliver all meals in a very tight time frame. As a result, the trays were brought to the rooms and were mostly dropped off without much ceremony. Occasionally the Food Service Aides would call out the names of the patient, but mostly the trays were left without comment or acknowledgment. Menus were filled in the morning for meals that would be distributed the next day. This minimum 24 hour delay was the source of a significant waste because the status of the patient often changed in that time frame. Planning parameters were too loose, resulting in food over production and elevated crewing levels.

Based on these challenges, Carpédia was requested to assist HSS management in reducing the amount of food scrap, improving the labor productivity and elevating the entire service level of the menu handling/food distribution process. To make this happen the entire menu handling and meal distribution process had to be reengineered. Through improvements in product, process, system and behavior, the total savings plan presented was at a 1.13:1 ROI.

THE RESULTS

- Annualized savings generating a 1.13:1 return on investment.
- Introduced a breakfast cart for serving out a continental breakfast room to room. This allows the patients to order breakfast on the spot.
- Introduced a spoken lunch and dinner menu. This allows patients to place their lunch and dinner selections a couple of hours prior to being served.
- Improved in patient survey scores 5% by better explaining diet restrictions, improving tray accuracy, and improving the overall courtesy of the food service aides.
- Reduced production scrap by 34%, tray food and tray supply scrap by 41%, and purchasing scrap by 50%. This was accomplished through monitoring scrap rates and by ordering food based on daily census and patient meal preferences.
- Improved labor productivity by 8.4%. This was accomplished by creating a staff schedule that adjusts crewing levels to reflect census, and that is predicated on planning guidelines for all activities.
- Food service aides increased their time with the patients sevenfold.
- Introduced scripted dialogue for food service aides to increase the level of ceremony and courtesy for patients.
- Introduced food service aide uniforms to increase overall professionalism.
- Added a carnation to each breakfast tray to help lift patient's spirits.
- Extended food service operating hours to meet the demands of the patients.

THE TESTIMONIAL

Ms. Eden Kalman, Director, Food and Nutrition Services : "Today as a result of Carpédia's support, efficient expertise, and six months of concentrated effort with my staff, we have implemented a breakfast cart and spoken menu system. While we are only two months into implementation, we are beginning to see the customer improvement potential of this project. Specifically, our patient meal satisfaction scores have increased significantly and we are realizing a reduction in our operating cost as a result of the waste reduction program."

Eden Kalman

Carpédia International is a management firm uniquely focused on helping leading companies implement sustainable improvements in revenue growth, productivity, and asset utilization.

