

## **Case Study #1:**

### ***A Success Story in Hospital Food Service***

***How Service Reports Company implemented a food service assessment program to determine vendor compliance to standards and dramatically improve food quality and service for patients, visitors, and staff.***

The client: a prominent children's hospital in the Southwest in the process of major expansion.

#### **The Engagement:**

The hospital had attained a national reputation for excellence in pediatric care but wanted to improve performance and quality in non-medical areas, particularly food service.

Hospital administration was disappointed with its contracted food service vendor and suspected that food quality, service, and sanitation were not meeting expectations. The vendor's three-year contract, worth approximately \$3.5 million annually, was up for renewal in 6 months.

Administration desired a comprehensive performance review to help determine if the contract should be renewed, but its officers lacked sufficient time and experience to conduct such an assessment.

Administration retained Service Reports Company to review hospital and vendor food service standards, develop and implement procedures to evaluate performance, provide documentation of findings, and offer recommendations for improvements.

#### **Outcomes:**

Working with hospital administration and management and staff of the food service vendor, Service Reports Company identified five (5) obstacles to food service quality and performance.

These obstacles were:

- 1) Poor sanitation levels/working environment
- 2) Inadequate/faulty equipment
- 3) Extravagant use of temporary employees
- 4) Under-staffing / shortage of FTE's
- 5) Lack of effective training

#### **Key Results:**

Service Reports used a well-conceived methodology schedule to identify solutions to performance obstacles. After the initial benchmarking study, which produced an overall performance score for food service, hospital administration placed the vendor on probation, pending a follow up evaluation.

Service Reports proposed a detailed action plan, which was implemented by the vendor in response to the study. Key staff changes were made, and performance improved dramatically.

During the past 4 years, follow up assessments have been conducted on a bi-annual basis. Key results that have emerged from the Service Reports evaluations include the following:

***1) The department's overall quality score improved from a low score of 54% in 1998 to a high score in 2002 of 94%, a 74% improvement.***

***2) Sanitation levels improved 60%.***

***3) Product quality improved 32%.***

- 4) Customer service ratings improved 40% and are at their highest ever.**
- 5) The department earned the Press-Gainey survey's 1<sup>st</sup> and 2<sup>nd</sup> highest scores for outstanding performance at the hospital in 2002.**
- 6) The department earned the highest award for the NSF food safety audit in the region.**
- 7) Use of temporary employees on the payroll has been eliminated, saving the department over \$200K per year in payroll expenses.**
- 8) In 2002, the room service department won the CHCA award for customer service initiatives in room service.**
- 9) Employee turnover has decreased nearly 40%, saving thousands of dollars in payroll costs.**
- 10) Quality standards are updated and reviewed twice per year to ensure a consistent focus on excellence in food service, accuracy, and relevancy in the assessment process.**
- 11) Standards for the newly established room service program have been implemented.**
- 12) The main cafeteria servery and dining areas underwent a major renovation in 2001, and kitchen equipment was significantly upgraded. The cafeteria won a national design award.**