

People Centred, Low Carbon Catering Solution

Webinar | Innovation procurement of food & catering services

for the healthcare sector

Thursday 29th September 2016

John Cartwright

Director of Estates and Facilities



Our strategy and goals

OUR VISION

To be an outstanding Trust, delivering excellent health care at home, in our community and in hospital

OUR MISSION

Improve the Health and Wellbeing of the population we serve, building a healthier future together



Strategic objectives



Patients

Excellence in healthcare



Colleagues

Engaged, accountable colleagues



Governance

Trusted, open governance



Finance

Strong financial foundations



Partners

Securing the future together

Vision

- An innovative integrated solution for the provision of high quality patient-appropriate meals that are enjoyable, attractive, support patient recovery and is delivered as an integral part of nursing care



What we wanted

- An innovative patient centred low carbon catering solution not only for today but tomorrow and beyond
- To improve our efficiency in the way we provide catering services within the organisation
- To reduce wasted effort, energy and carbon footprint
- To push the boundaries of innovation in line with our ambition to operate at the leading edge of healthcare
- A framework that helps us achieve this



Why we wanted it

- Current 15 year contract was coming to an end
- Ability to demonstrate a reduction in carbon emissions in transportation, food production and disposal
- Enhance the patient experience through choice and service
- Deliver the right meal, at the right time, to the right patient, every time
- We needed to review our catering approach and delivery to the patients bedside whilst recognising one size does not fit all



Where we were

- Labour intensive service that produces a quality product
- Labour intensive/time consuming method of delivery to the wards
- Quality of product is compromised through transportation delays in being served to the patient by nursing staff
- Labour intensive/time consuming method in menu collection from the wards
- Next meal ordering that is nurse dependant in many cases



Where we wanted to be

- Cost effective patient centred low carbon catering solution
- A service that is effective, efficient, flexible that is patient centred
- A service that demonstrates best value/best practice
- A solution that is capable of operating effectively in an operational NHS environment
- Get it right for Rotherham and you will get it right for the rest of the NHS



How did we get there

- Forward Commitment Procurement (FCP)
- The Trust and the NHS had an unmet need for a patient centred low carbon catering solution
- FCP we believed was the vehicle to stimulate the market to provide innovative technical solutions
- We needed the market to respond to the challenge



Why did we need the market to respond to the challenge

- The NHS had to reduce its operating costs by £15 to £20 billion over the coming 3 years
- The opportunity to succeed was huge
- Catering has come a long way in the last 15 years, new innovations and technology made what we were doing inefficient
- The NHS has to reduce its carbon emissions and therefore requires a step change in the environmental sustainability of its catering service as part of this



Current Service Model

- End of a 15 year PFI catering contract (one size fits all)
- Plated meal service (small and large portion offering)
- 3 standard set meal service times per day (all courses served at the same time)
- Next meal ordering
- Ward staff assist patients to order meals
- Paper based menu system
- Two week menu cycle – changed twice yearly
- Ward provisions are ordered and controlled by ward staff (bread additional milk etc.)
- Water provided to patients at ambient temperature
- Bulk snacks provided for distribution to patients



New Service Model

- Ward based hostesses provided by the catering contractor
- Fresh cooked bulk meal delivery service and plated at the bedside
- Room style service for selected patient groups that have either missed a meal or require a meal outside of normal meal times.
- Electronic meal ordering system
- Reduced length of time between ordering and meal delivery of approx. 1.5 to 2 hours
- Seasonal one week menu cycle with daily “chef specials”
- Chilled water provided to patients via hydration trolley
- Mid-morning and mid-afternoon snacks, introduction of fruit snacks
- 24/7 hot food availability to staff & patients via cook/chill menu
- New coffee shop to be provided, in Rooftop restaurant
- Carbon saving/ energy saving initiatives throughout lifetime of contract, for example eco boxes, ReFood anaerobic digestion.



Innovations through lifetime of contract

- Service model seeks to distinguish between the different patient groups to provide a more patient focused nutritionally appropriate meal and service delivery rather than the current method of one size fits all.
- Hydration trolley has the ability to serve chilled water/ hot drinks and toast that remains crisp.
- The patient meal ordering technology (through the use of hand held tablets) to allow collection of data on the most popular dishes, record 'nil by mouth', meal size and food wastage.
- Onsite production of fresh Cook/ Chill menu.
- Ward hostesses to provide full breakfast, lunch and supper service with support from nursing colleagues, in addition to Beverage service and water jug exchange.



Innovations through lifetime of contract continued

- Ward hostesses responsible for ordering and controlling ward provisions. **Achieved**
- Achievement of the Food for Life, Soil Association Award at Gold level (already have Bronze award). **September 16**
- Patient plan and passport supporting patients through the dietetic and preferential requirements whilst in hospital and into the discharge process. **To be agreed later in the year**
- New energy efficient bulk delivery trollies to be provided. **Achieved**
- Innovative new crockery to suit the needs of specific patient groups i.e. Dementia Friendly. **Trial in October 16**



Benefits to patients

- More modern patient centred flexible service. - **Achieved**
- Portion size control at ward level e.g. patients choose size of meal required, with each course being served separately. - **Achieved**
- Reduced length of time from order to 2 hours. - **Achieved**
- Ability to order food outside of normal meal service times via a la carte cook/chill menu. – **Trial to start Sept 16**
- Improved breakfast and beverage experience with the introduction of a new hydration trolley system at ward level. - **Achieved**
- Access to warm toast, and hot milk at breakfast time for cereals. - **Achieved**
- Electronic meal ordering system. - **Achieved**
- Patients will receive the meal they ordered every time. - **Achieved**
- Release of nursing time back to patients. - **Achieved**



Benefits to staff/visitors

- Provision of a new premium brand coffee shop (Starbucks). - **Achieved**
- Improved seating area for coffee shop users. - **Achieved**
- Improved hot and cold “grab and go” options. - **Achieved**
- Eco boxes, biodegradable – **Achieved**
- Access to 24/7 hot food through the cook/chill menu. – **Trial Sept 16**
- Loyalty cards, 12 month promotional & seasonal offers for staff. – **Achieved/ on-going**
- Staff meal ordering and delivery throughout the Trust. – **To be launched this year**
- Improved vending options. - **Achieved**
- Free Wi-Fi in restaurant area. - **Achieved**



Benefits to the Trust

- Better patient experience - **Achieved**
- Release of nursing time to care for the needs of the patient - **Achieved**
- A contract period of 5 + 5 years that promotes both continued innovation and partnership working – **On-going**
- A flexible and responsive approach to patient feeding - **Achieved**
- A reduction in carbon emissions during the lifetime of the contract – **On-going**
- New catering equipment included within the contract - **Achieved**
- Release of Porterage and Domestic cleaning time (which has resulted in patient equipment cleaning now being the responsibility of the domestic staff, freeing up time to care for nursing colleagues) - **Achieved**
- Food wastage reduction - **Achieved**
- A financial saving to the Trust over the first 5 years of circa £800K – **Year 1 Achieved**
- Achievement of improved scores of an external assessment in relation to food and food services as a result of the changes in the contract



Lessons Learnt (1)

- Never under estimate the commitment required – **otherwise it will not deliver**
- Ensure you allow sufficient time to deliver the project at all stages of the process, build in contingency time – **2 years to procure**
- Be prepared with your questions at the dialogue stage
- Record all meetings accurately with the prospective tenderers – **good post tender evidence and eliminates uncertainty through the process.**
- Make sure you have clinical engagement from the outset – **buy in is essential, not only from senior executives but from ward staff too**
- Make sure you have good patient representation on the team – **provides quality input and feedback**
- Stop and reflect throughout the project stages to make sure you are delivering the project brief and not what the contractor wants to deliver – **maintains focus**
- If the current incumbent is bidding, question bidder if local team are involved - **could be a disconnect if not, as they are the ones that have to deliver the bid!!**



Lessons Learnt (2)

- Set robust KPI`s within the contract that ensures the contractor performs throughout the lifetime of the contract – stimulates innovation
- Finally, make sure you understand exactly what is being proposed or offered as the reality may be somewhat different
- **Clarify, clarify, clarify – never assume!**



Any questions or feedback?



John Cartwright, Director of Estates and Facilities

Email: john.cartwright@rothgen.nhs.uk

