

Welcome



We will begin shortly



Featured Speakers



Elaine Farley-Zoucha, RDN, LMNT was the founder and owner of EZ Nutrition Consulting, PC, which recently partnered with DiningRD. She has over 20 years of experience in Food Service Management, Culinary Arts, and Medical Nutrition Therapy.

She began her career as a Dietetic Technician, Registered and Chef with an Associate Degree from Southeast Community College-Lincoln in Food Service Management, Culinary Arts, and Dietetic Technology.

She completed her Bachelor of Science in Nutrition Science and Dietetics at the University of Nebraska - Lincoln and her internship at the University of Iowa Hospital & Clinics. Contact Elaine at Education@DinngRD.com



Since joining the Chefs of the Mills in 2006, **Chef Sonja Kehr** has focused on troubleshooting recipes and product performance, reverse-engineering products, developing and standardizing recipes, mapping flavor combinations, maximizing ingredients, and menu engineering. These skills help Chef Sonja lead product-knowledge workshops and training sessions for General Mills Foodservice's internal and external partners.

Chef Sonja built more than 25 years of previous foodservice experience working in restaurants, bakeries, colleges and universities, hospitals and healthcare, and catering organizations. Additionally, Chef Sonja has earned certifications including Executive Chef, Sous Chef, Dietary Manager, and Food Protection Professional.

A dedicated learner, Chef Sonja has an associate degree in culinary arts from the University of Toledo and a bachelor's degree in culinary management from the Art Institutes International of Minnesota. She has also completed the Cook's Apprenticeship with the American Culinary Federation.

Fueling Efficiency: Tackling Healthcare Foodservice Challenges Through Staff Training and Menu Optimization

Elaine Farley-Zoucha, RDN



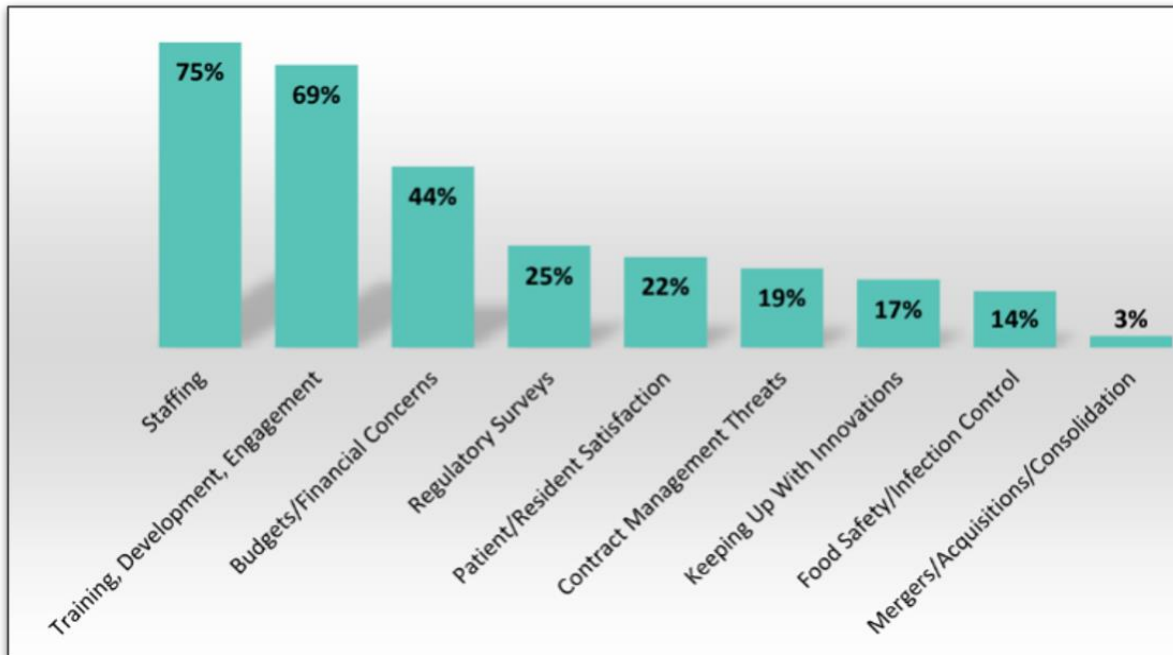
OBJECTIVES

- List key challenges facing healthcare food service operations today
- Describe ways staff training can increase efficiencies and create a productive workflow
- Identify ways to optimize menus to improve labor efficiency and reduce food waste while still meeting the preferences of patients and residents
- Apply menu optimization techniques and solutions to your foodservice operation



What are the three primary things that keep you up at night?

- Staffing **75%**
- Staff Training, Development, Engagement **69%**
- Budget/Financial Concerns **44%**



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Concerns, Challenges and Needs

Top 4 open-ended replies

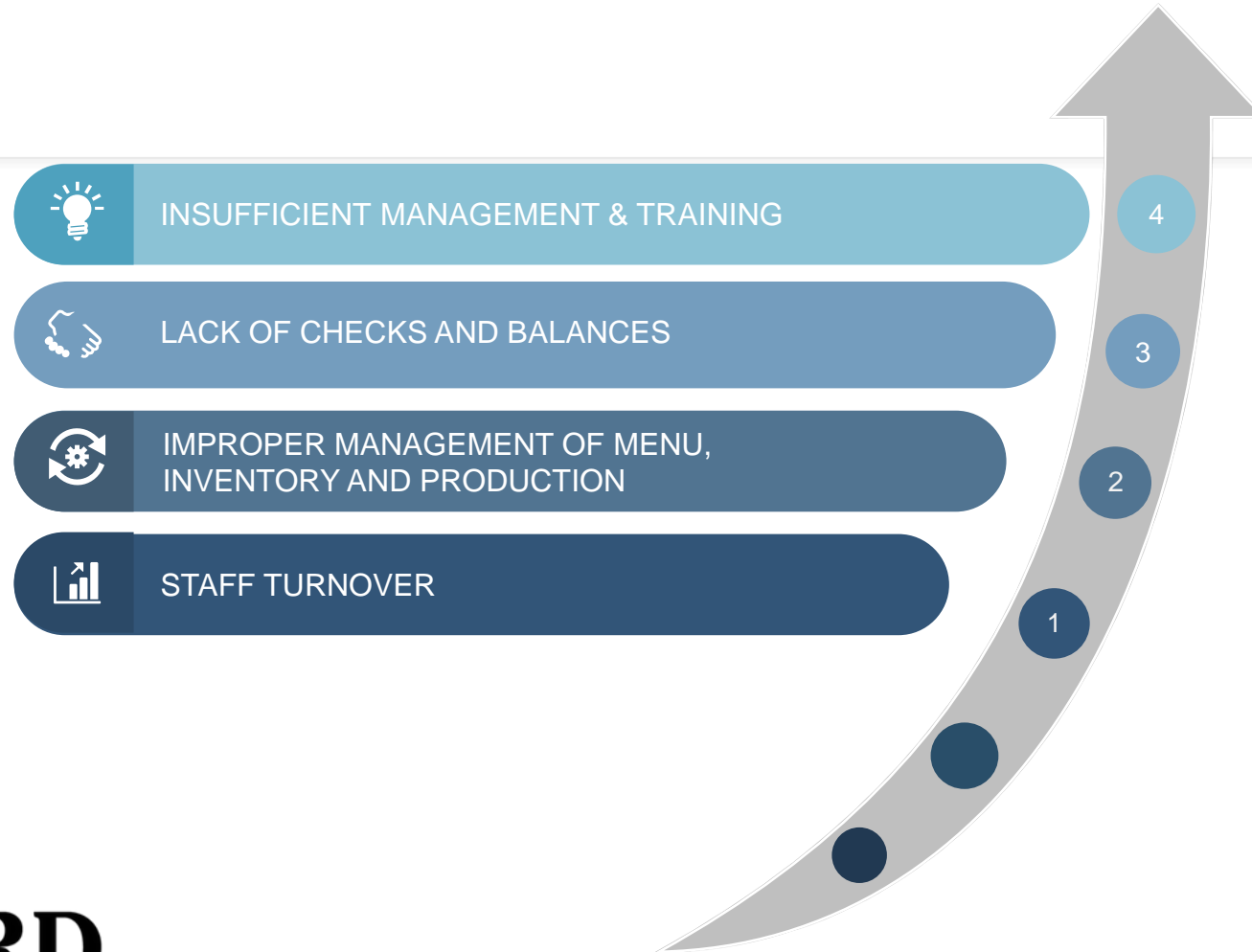
- **Labor** relating to staffing, retention, hiring and engagement.
- **Supply chain** as it relates to product consistency and availability.
- **Combating inflation and rising costs.**
- **Operational efficiency** to complement labor shortages.



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Cost Increasers



STAFF TURNOVER

- High staff turnover leads to impaired continuity of care, lower quality, and increasing overhead for facilities by increasing recruitment and training costs.

Average cost of one employee
turnover \$3000- \$5000



Staff Turnover

Lost wages in
managerial time in the
interview process

Productivity losses

Lost operational time
due to training

Moral issues with
peers and managers

Quality of service
issues

Safety issues regarding
new employees'
awareness of their
responsibility

PREPARATION

- What type of position do you need to fill?
- What skills are needed to perform the job?
- Tailor the ad and target your audience.
- Prepare for the interview.
- Involve the Staff.

COMPETENCY-BASED HIRING

- Competency-based hiring prevents employers from hiring candidates that are not qualified for the job.
- Creating competency-based job descriptions connect the job requirements with skills needed for success.
- Competency-based hiring decreases staff turnover.



IDENTIFY COMPETENCY

- What are the skills needed for the job?
- Create and utilize the detailed job description to identify the competencies needed.
- Identify the behavioral traits needed to be successful at the position.
- Identify an employee in that position that exemplifies the ideal worker and look at what traits they possess to be successful.

TRADITIONAL INTERVIEWING VS. BEHAVIORAL



BEHAVIORAL BASED INTERVIEWING

- Skill set is decided
- Questions are focused and based on competencies
- Candidate's response should have example of how they handled specific work situations in the past
- Answer should include: A specific situation, the tasks that needed to be done, the action you took, the results i.e. what happened

CLOSING THE INTERVIEW

- Allow the candidate to ask any questions they may have.
- Guide the applicant through the next phase of the interview process; test, competency exams.
- Give clear details about the position: required work hours, including holiday; stressing that healthcare facilities operate seven days a week
- Let them know when they can expect to hear from you.
- Thank them for their time.

TRAINING TIPS

- Provide a job description
- Create an orientation checklist
- Establish a training schedule for each position
- Allow enough training time
- Throughout the training process, give feedback
- Competency tests

RETAINING THE NEW HIRE

- Factors affecting employee retention:
 - Compensation
 - Supportive leadership***
 - Relationships with immediate supervisors and staff**
 - Recognition
 - Being a part of a team

RETENTION STRATEGIES

- Provide training programs and mentoring to enhance skills development, learning and career growth
- Encourage new ideas and open communication
- Offer training programs and mentoring that promote personal and profession growth
- Support work-life balance
- Employee feed-back surveys



To keep employees once they are hired; employers must provide adequate training to inspire confidence on the job, adequate staff to prevent overload and burnout.

Improper Management of Menu, Inventory, and Production

“A sizable portion of all your operational costs is tied up in the products you purchase. Managing inventory is a way to maximize every dollar spent, because it helps reduce waste, spoilage, and overstocking. A system with good checks and balances will also help eliminate the opportunity for theft.”

OPERATION ASSESSMENT – FOOD SERVICE DEPARTMENT

- Use as a tool to:
 - Assist in running your daily operations and comply to regulations
 - Assist in meeting the preferences of the population being served
 - Assist in meeting staffing and budget demands
 - Ensure staff are properly trained



MENUS-Align Menu to Goals

- Analyze menu, is it right for your facility?
- Type of menu drives your food and labor cost
- Management and oversight is a must





Measure Outcomes

- Benchmark costs
- Track satisfaction
- Regular audits



Operational Excellence

- Manage inventory
- Forecast production

Align Menu to Goals

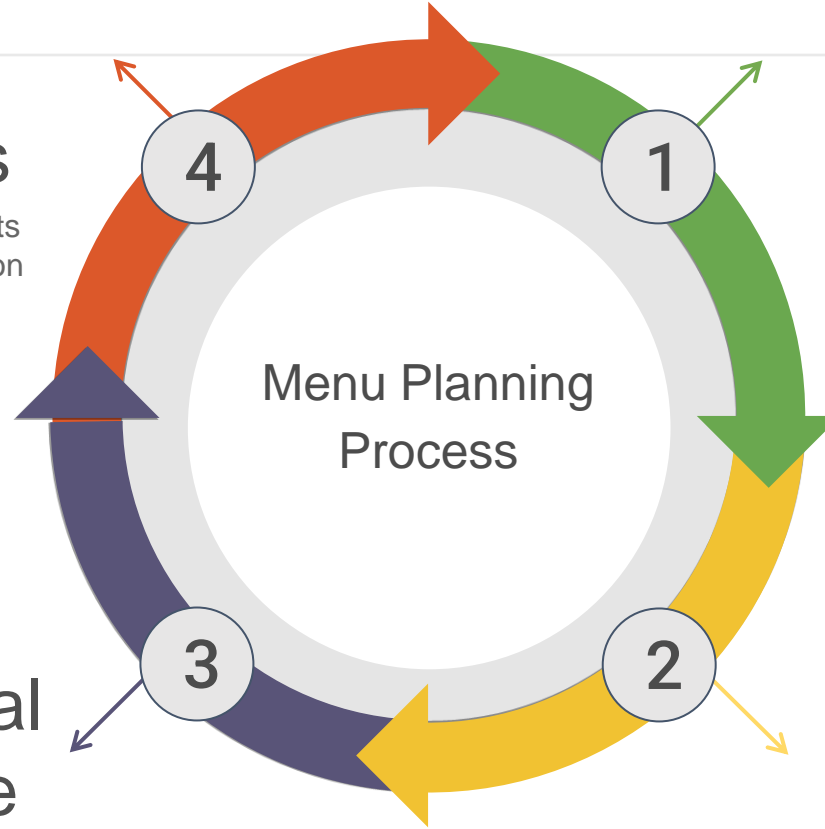


- Validate menu philosophy
- Align regulations and preferences
- Compare budget and labor

Product Optimization



- Streamline ingredients
- Maximize purchasing contract



Results of Menu Goal Misalignment

- **Frustrated Labor/Needs training**
- **Decrease in Resident/Patient Satisfaction**
- **Increased Waste**
- **Not Meeting Regulations**
- **Not meeting Budget**



Staffing Needs

- Estimate labor costs and department efficiency
- Evaluate meals per labor hour - assure staffing requirements are based on the department's output
- Establish productivity standards
- Evaluate full-time equivalents (FTEs) for the department
- Other considerations:
 - Type of meal service
 - Kitchen layout
 - Quality of menu items (prepared vs. homemade)

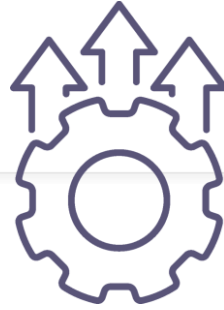


Staffing Needs

- Calculating Full-Time Equivalents (FTEs)
 - An FTE is equivalent to:
 - 8 hours per day
 - 40 hours per week
 - 173.3 hours per month
 - 2,080 hours per year
- Monthly calculations:
 - Total labor hours for the month
 - Divided by total FTE hours per month
 - Equals total FTEs for the month

Food Service Productivity

- Meals per labor hour:
 - Total meals ÷ total labor hours = meals per labor hour
 - 13,800 meals ÷ 1,975 labor hours = 7 meals per labor hour
- Minutes per meal:
 - Total number of labor hours x 60 minutes ÷ total meals = minutes per meal
 - (1,975 labor hours x 60 minutes) = 118,500 ÷ 13,800 meals = 9 minutes per meal
- Labor hours per meal:
 - Total number of labor hours ÷ total meals = labor hours per meal
 - 1,975 labor hours ÷ 13,800 meals = 0.14 labor hours per meal



Operational Excellence

Operational Excellence

- Save time and improve accuracy with technology tools
 - Recipes and Menu Management
 - Forecasting and Production Guidance
 - Inventory
 - Procurement

OTHER AREAS TO WATCH

Meal delivery process

Kitchen design

Labor models

Employee satisfaction



Operational Excellence

- Inventory best practices
 - Create order lists
 - Establish par levels
 - FIFO
 - Perform inventory checks
- **Limit unnecessary expenses by forecasting production**
 - Scaled recipes
 - Production reports
 - Portion control

Closely manage and monitor inventory to reduce waste and improve cash flow.

Use accurate production counts to avoid misuse of labor hours, waste and unhappy customers..

Streamline your order guide

- Review shopping list and order guide
 - Look for duplicate or like items to combine
- Enable cross-utilization
 - Maximize use of ingredients in multiple recipes
 - Review shopping list and order guide: Look for duplicate or like items



**REDUCE
PRODUCT
SOURCING
NEEDS**

Just as you want to slim down the variety of products you purchase, you should limit the vendors you use. This can bring cost-saving efficiencies.

Streamline Your Order Guide

OPTIMIZE MENU PLACEMENT

Inspect
your menu to
optimize
product usage

Consider timing on your menu offerings to maximize the use of leftovers. If your six-week cycle menu includes beef pot roast on Week 1, and scratch beef vegetable soup on Week 4, move the soup to a few days after pot roast.

Consider product qualities

- hold time, nutrition profile, portion size, etc.
- pack size
- value-added products

Maximize your purchasing contract

- Understand incentives and rebates
 - Percentage of on-contract items
 - Brand rebates
 - Number of deliveries per week
 - Drop size
 - Minimum order
 - Payment terms
- Product Value Analysis
 - Review high spend categories
 - Look for:
 - Off - contract
 - Alternate brands
 - Streamline similar items

CONTROLLING FOOD COST

- Production sheets adjust the number of servings needed by using the facility census.
- Overproduction is a key factor in high food cost.
 - Are Standardized recipes being used?
 - Are the recipes followed, and serving the right portion sizes?
 - How are leftover utilized?
 - Are production sheets utilized

CONTROLLING YOUR INVENTORY

- Delegate Responsible and trustworthy employees who are not afraid of math to “own” the inventory and ordering job.
- Train the employees on the methods used; inventory categories, purchase units, issue units, food inventory list.
- Have a routine for the inventory count—weekly, monthly, yearly, or even at the close of each business day. Staying current with your inventory make it easy to spot and fix problems.



CONTROLLING YOUR INVENTORY CONT.

- Arrange inventory sheets to match to product location. This will make it easy for the inventory persons.
- Have a par level is the minimum quantity of an item you need to have in inventory to make it to your next delivery.
- Cycle menus make it easier to accurately maintain your inventory
- When changing menu cycles, make sure to use your inventory records, this will reduce waste, spoilage, overstocking

CHECKS & BALANCES

- Inventory
- Daily/Weekly monitoring of production vs waste
- Tracking of acceptability
- Quarterly – customer satisfaction
- Manager or Assistant must be present

RESOURCES

- <https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/SurveyCertificationGenInfo/Downloads/Survey-and-Cert-Letter-17-07.pdf>
- <http://www.foxbusiness.com/features/2014/07/11/7-strategic-tips-to-recruit-on-social-media.html>
- <http://www.nutrition411.com/clinical-nutrition/clinical-nutrition-management/item/944-competencies-for-dietary-employees>
- <https://www.gfs.com/en/ideas/7-tips-to-improve-your-operations-inventory-and-reduce-food-waste> Accessed July 24, 2017
- <https://phinational.org/sites/phinational.org> Accessed July 21, 2017

Questions?

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Need some menu ideas?

[Check out our Senior Living Event Calendar!](#)



[Best of Senior Living: A Round Up of the Top Senior Living Resources](#)

[Best of Hospital: A Round Up of Top Hospital Resources](#)

Marketing Tools

- Point of sale danglers and clings
- Social toolkit with imagery



[Healthcare Food Service Resources](#)



Check out our rebates page for these and more!

[Rebates | Earn and Save Foodservice Products \(generalmills.com\)](#)



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