Introduction

Providence Health & Services (PHS) in Oregon is a not-for-profit network of hospitals with multi-site facilities spread all throughout the state of Oregon. It is a part of the greater PHS, which expands to Alaska, Washington, Oregon, Montana and California. Since partnering with Computrition in July of 1983, PHS has integrated the latest foodservice technologies in both the production and diet office units. Taking into account that Room Service has now become the standard in the healthcare foodservice industry, PHS of Oregon has successfully implemented Hospitality Suite’s (HS) Room Service program at a total of 7 hospitals and healthcare sites in a span of 5 years.

The progression of Room Service implementations began at several small acute care sites (Providence Milwaukie), then moved ahead to mid-size hospitals (Providence Medford), long-term care nursing centers (Providence Benedictine), and finally to larger hospitals (Providence Portland). In 2011, the latest hospital (Providence Willamette Falls Medical Center) joined the rest of the PHS family of facilities to support the health-conscious dining and wellness objective that Providence customers have come to expect.

Room Service Administration

At Providence Medford, there is a requirement for certain units to have food orders processed in advance. The Room Service In-Advance Manager solution gave them the capability to pre-order food for later delivery. Additionally, PHS adequately maintains a master data set of items, ingredients and recipes for all sites, for both patient and retail food services. Data entry is controlled “at the top” by a team of trained experts and then shared with all user sites. As a result, the level of consistency and accuracy of data remains high.

Menu Enhancements

Previous to the Room Service program, a traditional food service model was used with a basic trayline and published menus. Transitioning to Room Service produced a major shift in daily operations.

- Menus were created with shortcut features for staff to easily enter patient menu selections.
- A 1-day menu cycle is utilized at PHS, offering 3 standard meals and snacks per day with planned service times that range between 6:30 a.m. to midnight. With the software, the options for alternate menu selections are offered to help avoid manual addition of menu items upon a patient’s request.
- PHS menus were formatted to accommodate patients that require published menus. By revising menu item descriptions for entrée selections, published menus became more concise increasing space for additional menu items.
• Room Service menus were updated to offer extra food items, emphasizing greater flexibility and interplay of menu components. A combination of Northwest dining regional options, along with an increase of health-conscious selections has helped to create a pleasing and market-driven menu. With HS, the foodservice teams at PHS can easily modify menus to stay current with new menu trends and support the need for continuous diversity and freshness of menu concepts.

Product Utilization
Given that fresher ingredient components could be used, product utilization on the assembly lines increased dramatically. Menus were written with a “mix-and-match” approach, allowing true customization of a patient’s orders. Consequently, a reduction in product costs across multiple kitchens was achieved. With the Farmer’s Market concept becoming more popular, PHS now has the capability to track the costs, usage and effectiveness of produce purchases for the annual Produce Markets campaigns at several retail sites across the Portland service area. Additionally, improvements in the kitchen production lines made way for numerous hot and cold food stations.

Cost & Waste Reduction
An approximate overall reduction in food costs of 15-20% was achieved. A study performed during a 6-month period, before and after the implementation of Room Service, revealed that the average amount of food consumption grew from 65.6% to 74.2%, eliminating food waste by 8.6%. Additionally, PHS has successfully joined forces between the Room Service program and LeanPath’s Valu-Waste solution. Valu-Waste effectively works in conjunction with the advanced production review feature in HS to review and record amounts of product waste, minimize over-production and reduce subsequent future product waste.

Inventory Control & Labor
With HS, better utilization of labor accomplished flexible scheduling and an accurate inventory brought forth a maximization of departmental inventory control across the region. HS also assisted with region-wide item consolidation projects, helping to control costs and further emphasize use of food and stock items from contractual agreements. By instituting a process for de-centralized floor stock requisitions and oversight at Providence Portland Medical Center and Providence St. Vincent Medical Center, unit staff continue to maintain minimum floor stock levels and effectively reduce overall inventory costs hospital-wide. An improved management of stock requisitions developed more precise pricing updates and billing to each unit.

Automated Pricing
Regular automated price updates for major vendors assure that menu costing and recipe pricing remain current and competitive, serving to capture accurate operating costs. Having up-to-date internal pricing and billing to other departments gives PHS the ability to administer flex pricing as needed and in conjunction with market fluctuations.

Tray Ticketing
In order to facilitate ease of operations for patient food production lines and Room Service delivery areas, a combination of both kitchen tickets and tray tickets at peak tray production times are utilized. The pre-printed tray tickets allow non-Room
Looking to the Future...

Up and coming system enhancements at PHS include the implementation of:

- Tray InMotion
- Tray Tracking
- Recipe and Menu Exchange Gateway
- POS Interface

Service rooms to be cared for in an orderly fashion, while still allowing the use of kitchen tickets and Room Service operations to flow normally.

Nutritional Analysis

As the need for transparency in retail product nutritional analysis becomes more prevalent, PHS strives to position each retail site for success. Providing recipe nutritional analysis information and nutrient label displays for various sections of retail establishments, PHS continues to meet customer demand for full disclosure. With HS, tracking retail products and their connection to common allergies and food preferences is made possible.

Patient Satisfaction Scores

In July of 2005, Press Ganey scores were at 47%. Upon implementing the Room Service program, scores immediately raised to the 70th-80th percentiles. Within 2 years of operation, patient scores soared to the 95th percentile.

Call Center

The effectiveness of menus and improvement in the order selection process helped reduce the duration of calls in the Call Center. Within a 3-month period of fully training staff on the Room Service program at Providence Milwaukie, the Call Center expedited their rate of service to approximately one minute per patient food order.

Reporting

With the reporting capabilities of HS, a more productive daily work flow was achieved. The Call Center staff has the ability to print Meal Service reports at the end of each meal period to ensure that all patients have called-in menu selections. Also, Special Services reports are utilized to identify patients that need assistance with their menus. With the convenience of up-to-date floor stock reports for deliveries, each unit’s management staff has access to product delivery details. Daily review of floor stock requisitions and deliveries, permit immediate revisions on a regular basis.

Integration

PHS has found that the beauty of Room Service operations lies in its flexibility and adaptability. As soon as a site is ready to implement a component of the application, immediate integration with other system functionality is possible. Each site is capable of receiving unique Room Service benefits while still adhering to site-specific standards and methods. Additionally, PHS uses both an ADT and a Diet Order interface, connecting Horizon Clinical’s Star/HBO to Computrition’s HS. As a result, only minimal manual data entry is needed at the patient level.

On-going Training

PHS offers regular internal HS training and support via Cisco MeetingPlace video conferencing for staff located regionally and state-wide. This facilitates “spot-training” of various functionality within HS to the varied base of user sites. On a monthly basis, mini-presentations on various components within HS are offered to all Providence sites across the region to help system users stay current on functionality and trends.