Revenue Generation and Dial For Dining

Canadian Healthcare Business Development Network Workshops
Brenda MacDonald
Fall 2011
Outline

- Video Overview of Dial for Dining
- Dial for Dining for Patients
- Building on Dial for Dining Patient Success
- Revenue Generation By Dial for Dining Patient Food Services
- Is Dial for Dining Guest Services Sustainable/Profitable?
The IWK Health Centre located in Halifax, Nova Scotia, provides highly specialized care to women, children, youth and families in the Maritimes and beyond.

The IWK is engaged in leading-edge research; works to promote healthy lifestyles for families; and supports education opportunities for health professionals and other learners.
IWK Health Centre

The IWK Health Centre has over 280 beds consisting of 94 maternity and adult female beds, 84 infant beds and 103 children/youth beds.

Current patient age ranges from 1 second to 80+ years.

The IWK Health Centre community also encompasses off site mental health and youth facilities.

The Food Services department consists of retail (South Street Café, Catering To Your Health, Tim Hortons, Dial for Dining Guest Meals) and patient services (Dial for Dining, non Dial for Dining pts, formula room, and off site locations).
IWK Health Centre operated a conventional based food service system. Meals were assembled using the insulated Aladdin Tray System on a conventional assembly line.

Over 400 meals were assembled daily with Food Services general workers delivering meal trays and nourishments to the nursing station on the pediatric side of the hospital and to bedside on the women’s side of the hospital.
Food Service Pre Dial for Dining

- The majority of the menu items were produced in-house. These products were, however supplemented by procured foods.

- A fourteen (14) day non-selective menu cycle was used, and a selective menu was available for longer stay patients.

- Food Services at the IWK utilizes a computerized management information system (Med Dietary) for management and control of health care food service operations.
Why Change Food Services Model?

Pre Data

- A comprehensive 4 week Plate Waste Audit was completed from October 21 to November 18, 2007 indicating **44.5%** of the menu choices delivered to patients were discarded.
Why Change Food Services Model?

- Satisfaction Survey results indicated 70% of patients rated food as acceptable.
Food Service Model Criteria

The food service model was selected based upon the following criteria:

- Reduction in operating costs,
- Maintain or improve operational processes, and to
- Maintain or improve customer / client satisfaction associated with IWK Patient Food Services.
Food Service Model Selection

Research


What Food Service Model Was Best For IWK?

<table>
<thead>
<tr>
<th></th>
<th>Reduce Costs</th>
<th>Improve Process</th>
<th>Enhance Pt Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Room Service</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

What Food Service Model Was Best For IWK?

- Based upon research and site visits, Room Service model was selected for the IWK Health Centre.
Implementation

IWK Health Centre is the first hospital in Canada to offer meal service for patients and guests 24 hours everyday.
Does it Work?

Three comprehensive 4 week (28 days) Plate Waste Audit were completed with the following results:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>38.7-49.8%</td>
<td>3.5-4.3%</td>
<td>3.1-3.8%</td>
</tr>
</tbody>
</table>

Reduction in waste of greater than **90%** as compared to pre Dial for Dining results.
Does it Work?

Three patient satisfaction surveys were obtained indicating the following satisfaction rates:

<table>
<thead>
<tr>
<th>Period</th>
<th>Satisfaction Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct 21 - Nov 18/2007 (Pre Dial for Dining)</td>
<td>70.0%</td>
</tr>
<tr>
<td>July 17 - Aug 14/2008 (Dial for Dining)</td>
<td>98.0%</td>
</tr>
<tr>
<td>Dec 15/2008 - January 27/2009 (Dial for Dining)</td>
<td>94.0%</td>
</tr>
</tbody>
</table>

Greater than 90% of the IWK patients are satisfied with Dial for Dining.
Building On Dial for Dining
Patient Success

Thinking outside the box…. Or in our case outside the tray

In 2009, the IWK Health Centre Food Services Department extended Dial for Dining to family members, visitors, staff, volunteers, and physicians to promote satisfaction and to enhance revenue.
Extending Service To Guests - Revenue Generator

Why would healthcare provide food services beyond the patient profile and outside traditional meal service hours?

increase patient satisfaction- patients worry that their loved ones are not taking care of themselves… with guest meals patients do not need to be concerned
Extending Service To Guests- Revenue Generator

family member/ visitor satisfaction- no need to leave patient bedside

enhanced staff morale- shift workers are pleased they can enjoy a healthy meal even during overnight shifts

generate revenue
The Dial For Dining Guest Process

Guest dials 555 when food is desired (24 hours per day) and selects food and beverage from 24 Hours Guest Dial for Dining Menu
The Dial For Dining Guest Process
The Dial For Dining Guest Process

Diet Office Clerk and Diet Technician receive call and processes order (script “Welcome to Dial for Dining”… “meals are $7.00 or $10.00, how will you be paying, credit card or Dial for Dining gift card or payroll deduction (if staff member)”).
Dial For Dining Process
Dial For Dining Process
Dial For Dining Process

Two meal tickets print one to hot production and one to cold assembly

Cook’s Helper prepares hot items using a variety of cooking methods (combi oven, induction cooking, steam, microwave, grill)
Cold assembly (general worker) prepares, picks and checks all items displayed on meal ticket excluding hot items. FSS checks all therapeutic trays and allergens.

Assembler who prepares and checks the tray also delivers trays to guest tray within 60 minutes of call. Meal is assembled in compostable disposables, therefore food service staff does not need to retrieve and ware wash.
Dial For Dining Process
Extending Service To Guests - Revenue Generator

Is this guest meal service sustainable or profitable?
Extending Service To Guests-Annual Fiscal Comparison

Total Sales Comparison of 2010 & 2011

<table>
<thead>
<tr>
<th>Amount ($)</th>
<th>Total Sales 2010</th>
<th>Total Sales 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>55000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>60000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>65000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>70000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>75000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Extending Service To Guests-One Month Comparison

Sales Comparison for Sept 2010 & Sept 2011
Extending Service To Guests-Type of Sales for September 2011

Sales for September 2011

<table>
<thead>
<tr>
<th>Type of Sales</th>
<th>Amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL CREDIT CARD SALES ($)</td>
<td>0</td>
</tr>
<tr>
<td>EMPLOYEE DEDUCTION SALES ($)</td>
<td>1000</td>
</tr>
<tr>
<td>OTHER NETLINKS SALES ($)</td>
<td>2000</td>
</tr>
<tr>
<td>TOTAL SALES ($)</td>
<td>7000</td>
</tr>
</tbody>
</table>
Extending Service To Guests - Revenue Generator

Total Expenses, $59,953
Total Revenue, $70,108

Expenses Vs Revenue

Total Expenses, $59,953
Total Revenue, $70,108
Extending Service To Guests - Revenue Generator

Is this guest meal service sustainable or profitable?

Yes
Conclusion

Dial for Dining has not only improved satisfaction and decreased food wastage significantly at the IWK Health Centre, the Dial for Dining model has proven to be a successful revenue generator in healthcare. Dial for Dining guest meal service together with café and catering revenue has resulted in slightly less than $1 Million dollars in revenue in 2010.