Serving Quality Food Services

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Overview
- Defining Quality
- Planning for quality
- Definitions
- Class activities & discussion
- The quality cycle
- Feedback, evaluation and references

What is Quality?
- “Degree or level of excellence”
- “Something that is special in a person or thing”
  (Oxford Dictionary, 2002)

Six Dimensions of Quality
- Safety
- Effectiveness
- Appropriateness
- Consumer Participation
- Access
- Efficiency of service delivery
  (NSW Health)

Customer Satisfaction
- “The health consumer is the primary focus of any model of health care quality management”
- “Consumers having ready access to effective systems of complaint and compliment” (NSW Health)
Aspects of Quality

How do you determine the quality of a meal?
- Service
- Cost
- Safety
- Taste
- Nutrition
- Consistency
- Timeliness
- Temperature

What is a Quality Food Service

- “Food which has been selected, prepared and served in such a manner as to retain or enhance natural flavour and identity; to conserve nutrients; and to be acceptable, attractive, and microbiologically and chemically safe”

Patient Expectations

(DeLuco & Cremer JADA 1990;90:1711)

- Food characteristics
  - freshness
  - taste
  - nutrition
  - tenderness
  - temperature
  - appearance
  - aroma

- Service characteristics
  - food within reach
  - pleasant greeting
  - dependable timing
  - no missing items
  - prompt delivery
  - assistance with selection

Dimensions of patient satisfaction

(Dube, Trudeau and Belanger. JADA 1994;94:394)

- Food quality
  - flavour, presentation, temperature

- Customisation
  - food and portion choice
  - flexible times

- Attitude of staff delivering menus
  - warmth, courtesy, attentiveness
  - efficiency, help, knowledge

- Time allowed to eat meals
  - Meal service reliability
  - Temperatures
Focus groups and meal rounds
(Watters, Sorensen, Fiala and Wismer. JADA 2003; 103:1347-1349)

Focus groups (n=16)
- Health
- Freshness
- Quality
- Variety
- Menu errors
- Tray layout
- Waste

Meal rounds (n=116)
- Reviewed & expanded key issues after meals.

Applications
- Team approach
- Patient pamphlet
- Proactive approach

Press Ganey
- Pt Satisfaction Scores
- International Benchmark
- Measures all aspects of pt care
- All areas covered: nursing, catering, menu service, discharge process, admission process
- Regular measures
- Set own goals

Patient Satisfaction Scores

Class activities

1. You are told that some patients are not enjoying the taste and temperature of the beef casserole.
   - How would you investigate the issue?
   - What further information do you need?
   - Who would you talk with?
   - What would you do to review?
   - Who might you involve?
   - How would you provide feedback?
   - How would you continue to monitor?

Class activities

2. Some staff are reporting patient complaints that they never get what they order.
   - How could you investigate the issue?
   - What other information may you need?
   - Who would you talk with?
   - What might you do to review?
   - Who might you involve?
   - How would you provide feedback?
   - How would you continue to monitor?
Class activities

- The food service assistants report collecting many unopened supplement packs at main meals.
  - How could you investigate the issue?
  - What other information may you need?
  - Who would you talk with?
  - What might you do to review?
  - Who might you involve?
  - How would you provide feedback?
  - How would you continue to monitor?

Planning for Quality

- Managing and Planning Quality is guided by:
  1. Quality Planning
  2. Quality Assurance
  3. Continuous Quality Improvement (CQI)

1. Quality Planning

Provides the overall framework and long term direction for how the organisation is going to operate;
- The Vision, Mission and Values Statement
- Business and quality objectives, strategies and performance indicators
- Operating values

Food Standards Australia New Zealand (FSANZ)

MISSION
To protect, in collaboration with others, the health and safety of people in Australia and New Zealand through the maintenance of a safe food supply.

VALUES
- To be impartial, open and accountable;
- To use the best available sciences and evidence to guide decision-making;
- To seek, respect and be responsive to the issues raised by others; and
- To provide a safe, caring, respectful and rewarding work environment.


Benchmarking

- Measure performance against other similar providers perceived to be industry leaders. The process includes;
  - Gaining internal commitment
  - Identifying processes to be benchmarked
  - Identifying best practice providers
  - Standardised data collection methods
  - Review differences and discuss reasons
  - Identify opportunities for improvement/ new standards

Best practice

- Industry agreed standard
- Shown to deliver high quality outcomes
- Always changing and being updated
- Requires management skill and commitment to benchmarking
Key Result Areas (KRA’s)

Operational areas that are identified to make quality standards more quantifiable.

Each KRA must be measurable. Used in department business plans with dates & positions attached.

SMART PRINCIPLE

Example: MEAL SERVICE
(50 therapeutic meal trays checked each month with 100% accuracy)

Example: FINANCIAL
Salaries and wages are within 5% of the planned budget each month

2. Quality Assurance

- Ensures quality standards do not deteriorate over time.
- Ensures "what was done = should have been done”.
- Aims to provide the best possible care or service to our customers.
- A planned and systematic approach to monitoring and assessing care provided, or service delivered, which identifies opportunities for improvement.
- Process of identifying & solving problems

Quality Assurance involves three steps:
1. Evaluating what is actually happening
2. Comparing this to the stated standards
3. Acting on the difference

2. Quality Assurance continued...

Some examples include:
- Surveys or questionnaires - staff or customer
- Flag indicators (performance or quality of service indicators) - These monitor performance and alert to any change by studying trends
  - eg accident/incident reports, pt feedback, complaints and reports etc).
- Temperature audits, tray accuracy audits and compare to requirements (from quality planning)
- Serve size audits and comparison to standards

3. Continuous quality improvement

This component of quality management is concerned with ongoing improvement.

- Assists in creating and maintaining a system that provides safe, high quality care.

- One model that can be used in the process of making improvements is known as the PDCA cycle

  WA. Shewhart, 1930’s
  Expanded by WE. Deming, late 1940’s

Plan, Do, Check, Act

- When using this model it is important to ask the following 3 questions.

  1. What are we trying to accomplish?
  2. How will we know that a change is an improvement?
  3. What changes can we make that will result in an improvement?

Quality Improvement

Once a problem is identified, then:

PLAN Collect and analyse data to develop a Plan for the change that is to be trialled.

DO Do or conduct a trial of the proposed changes or actions defined in the Plan.

CHECK Evaluate the impact or results of the trial.

ACT Act by implementing the changes that have been proven to be effective.
Total Quality Management (TQM)
- ‘Japanese style’ or Theory Z
- A systems based approach
- 90% product variation is due to systems (Deming)
- Identifies barriers to quality products and services
- Builds quality into every aspect of an organisation

Some TQM Tools
- Cause and effect fish diagrams
- Flow charts
- Baseline measurements
- Scatter diagrams
- Histograms

Late Meal Order
- Staffing during peak
- Delay with meal ticket
- Tray not prepared for delivery
- Pt waits longer than 30 mins for meal
- Item requested is N/A
- Printer malfunctions

Late Meal
- Deliver late meal
- Prepare tray
- Take order to trayline
- No
- Call ward
- Check order
- Yes
- Prepare meal ticket
- Tray order correct
- Check Diet Order
- Meal order received

The Quality Cycle in Action
Monitoring
- Routine systematic process to measure performance
- Requires Standards, some examples include:
  - Nutritional standards for menus
  - Purchasing specifications
  - Ordering, receiving, inventory control
  - Storage of food supplies
  - Distribution and transport following production
  - Recipes – standardised
  - Ingredient control
  - Cost/meal
Monitoring continued…

- Food temperatures
- Microbiological limits
- Cleaning and sanitisation procedures
- Food handling processes (eg gloves, hair nets)
- Calibration of equipment
- HACCP
- Personnel and training
- Cost/meal
- CBORD error reports

Assessment

Review data from monitoring phase;

- Determine any issues
- Identify opportunities for improvement
- Demonstrate a service is reaching standards
- Analytical quality tools can be utilised as discussed regarding TQM

Action

- Suitable, practical solutions
- Considering needs of consumers, staff, service and organisation

May include:
- Change of policies/procedures
- New equipment
- Training
- Administrative changes
- Resource reallocation
- Formation of committees

Outcomes

Outcomes from improvements should be;

- Consistent with organisational goals
- Related to international, national and state standards/benchmarks/national goals and targets/best practice
- Consistent with customer requirements
- Cost effective

Feedback

- Occurs at all phases of quality cycle
- Keeps all relevant parties informed and makes them aware of outcomes and changes
- Communication and teamwork is critical
- May be to any staff (internal and external), visitors or consumers

Evaluation

- Did action => desired result/outcome?
- Can more be done? Is project complete?
- Is the best care/service provided?

Ensures that once an action has been implemented, it has actually improved the care/service being monitored

-> An ongoing cycle of review
Some local food service examples

- Diet order interface system
- A la carte style campus menu
- Implementation of CAPOS menu for dialysis unit
- Tea/Coffee Trolleys

Accreditation Models

- Australian Council on Healthcare Standards (ACHS) - National
  Based on Evaluation and Quality Improvement Program (EQuIP) Corporate Standards
- ISO 9001:2000 Certification Program - International
- Quality Improvement Council (QIC) - Australia/New Zealand

In Summary

- Systematic approach to quality
- Team approach at all levels
- Build quality into everyday operations
- Continuous Quality Improvement: Plan, Do, Check, Act

References/Further Reading


EQuIP and hospital accreditation http://www.achs.org.au

Food Standards Australia New Zealand http://www.foodstandards.gov.au

NSW Health (1999) A Framework for Managing the Quality of Health Services in NSW.


University of Wollongong http://www.uow.edu.au