Beth Israel Deaconess Hospital-Milton
Milton Meals and Housekeeping on the Rise

**The Problem**
Beth Israel Deaconess Hospital-Milton has been affiliated with BIDMC since 2005. Patient Experience scores as measured by Press Ganey (PG) for Food and Nutrition Services as well as Environmental Services (EVS) at BID-Milton were below the national average and its BIDMC System Counterparts.

**Aim/Goals (FY 2015)**
- Enhance patient experience resulting in increased PG Scores in Food Services/EVS by 2%.
- Optimize efficiency with increased café revenue by 5%.
- Improve EVS programs such as bed tracking, rounding tools, etc.

**The Team**
Michele Morgan, RD, Food/Nutrition GM
Peter Hayes, EVS GM
Cindy Page, PT MHP, VP Clinical/Support
Kathleen Harrington, VP HR
Rebecca Blair, MS MTS, VP Experience/Org Dev.
Nora Blake, BIDMC System Director
Shana Sporman, MS RD, Senior Trainer
Michael Hanley, System Chef
Christopher Weiss, MBA, Finance
Kristina DiMaggio, System Retail

**The Interventions**
- BID-Milton partnered with Sodexo in October 2014 to take over the management of Food/Nutrition and Environmental Services.
- Assessed current Press Ganey and HCCAPS scores as well as employee engagement at that time.
- Met with Vice President, Clinical Support Services to set timeline, develop goals, share with employees and create “startup team”

**Created a project plan for Food Services that includes:**
- Rounding with patients, departments and individual employees
- Administration, Nursing and customer focus group meetings
- Implemented new menus, Trayline and Meal Delivery System, change in uniforms and improved Job Flow processes for patient meals
- Redesigned café space including walls, tables, chairs, floors, new register system and increased staff breakfast hours

**Created a project plan for Environmental Services that includes:**
- Patient Rounding
- Job Flow redesign
- New night and weekend managers hired/assessed special projects and hired two per diem staff dedicated to supporting these activities
- Review and change of chemical inventory

**Progress to Date**
- Increased café sales, daily huddles, new uniforms, rolling out EFY by 2/24/15
- Creation of service performance dashboard

**Lessons Learned**
- Realistic, sustainable, communicated calendared phases are essential.
- Building rapport takes time, especially after frequent manager changes.
- Ask and listen to feedback once you arrive, as it may be different than what was predicted. Multiple requests for Wellness menu in café was unpopular when rolled out upon arrival, Comments board critical for open communication.
- Meal and nursing rounds daily/weekly are essential for real-time feedback.
- Utilize system resources (managers, processes, networks).
- Continue to adjust to flux of patient census (up to 100%) and patient population change with local medical facility closure.

**Next Steps**
- Transition meeting - March 2015, to review expectations and progress to date
- **Food Services:**
  - New menu and tray delivery system (Feb. 2015)
  - Increase/frequency of patient rounding
  - Finish FOSS/CARES training Increase café hours
  - Grand opening of hospital’s new coffee kiosk on March 2, 2015
- **Environmental Services:**
  - Increase Rounding
  - Finish FOSS/CARES training
  - TDSS to improve patient flow, including reducing ED to inpatient arrival time.

*For More Information Please Contact:*
Shana Sporman MS RD LDN, Sodexo Food Services
ssporman@bidmc.harvard.edu