

COUNTY OF MILWAUKEE
Behavioral Health Division Administration
 INTER-OFFICE COMMUNICATION

DATE: February 23, 2011

TO: Peggy West, Chairperson – Health & Human Needs Committee

FROM: Geri Lyday, Interim Director, Department of Health and Human Services

SUBJECT: FROM THE INTERTIM DIRECTOR, DEPARTMENT OF HEALTH AND HUMAN SERVICES, SUBMITTING AN INFORMATIONAL REPORT REGARDING THE STATUS OF THE CONTRACTING OUT OF THE DIETARY SERVICES AREA

BACKGROUND

The 2009 Budget included an initiative to contract for food service operations at the Behavioral Health Division (BHD). On June 8, 2009, A’viands LLC, the selected vendor, began operating the BHD food service. At the March 5, 2010 meeting of the Health and Human Needs Committee, it was requested that BHD continue to provide quarterly status reports.

DISCUSSION

BHD works closely with A’viands LLC to monitor errors and ensure high quality food and service. A’viands keeps a complaint log listing the type and nature of complaints received and the follow-up and resolution provided. The Behavioral Health Division has three dietitians and a recently hired dietitian manager, a Quality Improvement Coordinator, and a contract services coordinator, who monitor the daily operations of the A’viands contract. A’viands management staff also attend the noon safety meeting when requested or as issues arise. Below is a table that summarizes the types and number of errors for January 1, 2010 through December 31, 2010.

TYPE OF COMPLAINT	Number of Occurrences 286 total, or .0399%, complaints out of 717,438 meals served.		
	Complaints by occurrence	Telephone Log	Total
Dietary Error - i.e. wrong texture served, inappropriate item served	33	6	39
Food Issue - i.e. substitution from menu, over-cooked, dislike item, etc	37	62	99
Portion Size	4	0	4
Late Meals, Missing Meals	47	70	117
Administrative - i.e. missing meal counts, tableware issue, in-service needs	27	0	27
TOTAL	148	138	286

The majority of the complaints are regarding late or missing meals and food issues such as over-cooked food, substitutions or displeasure with a menu item. Missing meals, incorrect food items

and patient preferences are corrected immediately by A' viands at the point of service. The complaints are called in and tracked on the attached log (Attachment A). Based on BHD's review of the resolution process and the addition of staff, frequency of the log review by the dietician supervisor was increased to weekly. A response card that would solicit a response from the individual stating their satisfaction with the resolution was also instituted. These additional steps provide further accountability, improve communication between BHD and A' viands staff, and provide more real time feedback on Patient satisfaction. Moreover, the addition of the dietician supervisor in December of 2010 has allowed BHD to better assess A' viands performance, develop defined metrics to ensure and monitor quality service, and implement process improvements. Specific identified quality markers will be provided in subsequent board reports as requested when data becomes available.


All of these complaints are considered formal complaints. The complaints are tracked by type and location. Of the 286 total number of complaints tracked for 2010, 33 were considered serious in nature and relate to health and safety concerns. They included patients being given inappropriate diets and food being served that patients were allergic to. All of the situations were rectified immediately before any patient was harmed. Many are a result of changes in condition of the patient requiring a new order from the medical staff.

Over 717,000 meals were served in 2010. Under the A'viands contract, meals prepared at the BHD kitchen are broken out as follows, 44% of the meals are prepared for clients located at BHD, 41% are for Department on Aging's senior centers and meals on wheels programs and 15% are for the children being held in the Juvenile Detention facility. A'viands has been very responsive, addressing issues immediately and also following up with a long-term solution within a few days of the event.

BHD closely monitors the fiscal impact of the dietary contract with A'viands LLC. For 2010, the average monthly cost for BHD for meals was \$426,321 and \$28,742 for required supplements and snacks/nourishments. The total cost for meals and supplements/snacks in 2010 after year-end adjustments was \$5,352,815. The A'viands contract is for an amount not to exceed \$5,416,186. BHD also has four dietary staff, continuing unemployment costs, prior legacy costs, various small expenses and cross charges. This cost is an average of \$58,404 per month. Therefore, the total average monthly cost including BHD and contracted expenses for 2010 was \$504,472. The actual monthly expenditure cost in 2008, including legacy costs, for the BHD run dietary service was \$621,932. This is an average monthly savings of \$117,460 and translates into an annual savings of over \$1.41 million.

Recommendation

This is an informational report. No action is necessary.



Geri Lyday, Interim Director
Department of Health and Human Services

cc.: Interim County Executive Marvin Pratt
Terrence Cooley, Chief of Staff – County Board
John Ruggini, Interim Fiscal & Budget Administrator
Antoinette Thomas-Bailey, Fiscal & Management Analyst, DAS
Jodi Mapp, Committee Clerk, County Board Staff
Jennifer Collins, Analyst, County Board Staff

ATTACHMENT B

DIETARY SERVICES COMPLAINT TREND BY MONTH, JANUARY - DECEMBER 2010

Formal complaints by type

	Dietary error	Food issue	Portion size	Late/missing meals	Administrative	Total
January	2	2	1	1	1	7
February	0	3	0	2	2	7
March	9	7	0	3	0	19
April	2	4	0	4	1	11
May	1	5	0	3	3	12
June	5	1	0	6	3	15
July	6	0	0	4	3	13
August	1	2	2	1	6	12
September	1	0	0	2	2	5
October	2	5	1	11	3	22
November	2	4	0	6	1	13
December	2	4	0	4	2	12
Subtotal	33	37	4	47	27	148
Telephone log	6	62	0	70	0	138
Total	39	99	4	117	27	286

Formal complaints by location

	Senior Meals	Juvenile Justice Center	BHD	Total
January	2	2	3	7
February	4	0	3	7
March	6	0	13	19
April	8	0	3	11
May	7	0	5	12
June	12	0	3	15
July	10	1	2	13
August	8	1	3	12
September	3	0	2	5
October	16	0	6	22
November	3	0	10	13
December	5	0	7	12
Subtotal	84	4	60	148
Telephone log	0	0	138	138
Total	84	4	198	286