

COUNTY OF MILWAUKEE
Behavioral Health Division Administration
INTER-OFFICE COMMUNICATION

DATE: October 13, 2013

TO: Marina Dimitrijevic, Chairwoman, Milwaukee County Board of Supervisors

FROM: Héctor Colón, Director, Department of Health and Human Services
Prepared by Jim Kubicek, Interim BHD Administrator

SUBJECT: From the Director, Department of Health and Human Services, Submitting an Informational Report Regarding the Status of the Contracting Out of Dietary Services

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 2012 meeting of the Health and Human Needs Committee, it was requested that BHD provide annual status reports every October.

DISCUSSION

Performance

BHD works closely with A'viands to monitor food quality and service and resolve errors. BHD has two Dietitians, a Dietitian Supervisor, 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.

The Dietitian Supervisor performs regular checks of the meals provided to BHD patients and residents. A summary of data that is routinely collected on meal service and delivery is included in Table 1.

TABLE 1. SELECTED FOOD METRICS (2013)								
	<i>January</i>	<i>February</i>	<i>March</i>	<i>April</i>	<i>May</i>	<i>June</i>	<i>July</i>	<i>August</i>
<i>Tray Accuracy</i>	62%	89%	100%	78%	91%	75%	100%	92%
<i>Texture Modifications</i>	100%	100%	100%	89%	91%	100%	100%	92%
<i>Portion Sizes</i>	88%	100%	100%	100%	91%	91%	83%	100%
<i>Time</i>	100%	100%	100%	88%	100%	92%	100%	92%
<i>Cold Food Temperature</i>	67%	60%	50%	65%	72%	56%	91%	60%

	<i>January</i>	<i>February</i>	<i>March</i>	<i>April</i>	<i>May</i>	<i>June</i>	<i>July</i>	<i>August</i>
<i>Hot Food Temperature</i>	45%	54%	92%	89%	52%	70%	64%	60%

Tray accuracy: All items ordered on the tray card are present on meal tray at time of delivery. Threshold is 100% accuracy.

Texture Modifications: All mechanically altered foods required are at the desired consistency at time of delivery. Threshold is 100% accuracy.

Portion Sizes: All portion sizes are of correct measurement at time of delivery. Threshold is 100% accuracy.

Time: Meals are delivered on a timely basis. Threshold is within 10 minutes of scheduled serving time.

Tray testing for each category is completed bi-weekly for a sample of 8-9 trays per month.

BHD Dietary staff and A'viands also conduct customer satisfaction surveys. The results are presented in Table 2, and show the percentage of customers that approve of the food service in a variety of categories, in the overall meal and in the overall dining experience. Prior to June 2013 customers were given a choice of "very satisfied", "satisfied" or "dissatisfied" or "very dissatisfied". In an initiative to better quantify customer input, the grading scale was changed to "excellent", "very good", "good", "fair" and "poor". The table below lists the percentage of favorable scores on either scale.

	<i>January</i>	<i>February</i>	<i>March</i>	<i>April</i>	<i>May</i>	<i>June*</i>	<i>July*</i>	<i>August*</i>
<i>Temperature</i>	100%	96%	100%	100%	91%	67%	77%	50%
<i>Portion Size</i>	100%	100%	94%	90%	85%	67%	69%	44%
<i>Variety</i>	100%	96%	94%	75%	91%	83%	69%	48%
<i>Taste</i>	100%	100%	100%	90%	88%	83%	69%	50%
<i>Presentation</i>	91%	96%	94%	95%	88%	83%	77%	50%
<i>Overall Quality of Meals</i>	83%	96%	88%	80%	82%	83%	84%	25%
<i>Overall Quality of Food Service</i>	100%	100%	94%	85%	91%	100%	87%	44%

*New scale

Meal Temperature: Are meal temperatures acceptable to customer at time of meal service (i.e. hot food hot, cold food cold)?

Portion Size: Does customer feel the portion size is adequate?

Variety: Is customer satisfied with variety of foods served at meals?

Taste: Does customer enjoy the taste of their meals?

Presentation: Does customer feel that meals are served with a nice presentation and variety of colors?

Overall Quality of Meals: Is customer satisfied with overall quality of the food and meals?

Overall Quality of Food Service: Is customer satisfied with overall meal experience?

The surveys are based on a sample of approximately 15 to 25 consumers per month. It is also important to note that the survey respondents change on a monthly basis.

A'viands also keeps a complaint log listing the type, nature and location of complaints received via email and telephone and the follow-up and resolution provided. Table 3 provides a summary of the number of complaints by type year-to-date. The majority of the complaints are regarding food issues such as over-cooked food, substitutions or displeasure with a menu item and late or missing meals. Missing meals, incorrect food items and patient preferences are corrected immediately by A'viands at the point of service. Reported complaints as a percent of meals served are less than .1%, and this statistic has remained fairly constant since the beginning of the A'viands contract.

TABLE 3. ISSUES LOG SUMMARY (January – August 2013)	
Type of Complaint	Email and Phone Complaints By Occurrence
Dietary Error - i.e. wrong texture served, inappropriate item served	7
Food Issue - i.e. substitution from menu, over-cooked, dislike item, etc	46
Late Meals, Missing Meals	59
Administrative - i.e. missing meal counts, tableware issue, in-service needs	15
TOTAL COMPLAINTS	127
2013 YTD Number Of Meals Served	139,647
Complaints as a Percent of Meals Served	0.09%

All complaints are considered formal complaints. Of the 127 complaints tracked YTD 2013, none were considered serious in nature and related to health and safety concerns.

Fiscal Savings

BHD closely monitors the fiscal impact of the dietary contract with A'viands. For 2013 year-to-date, the average monthly cost for all meals is \$460,086 and \$20,584 for required supplements and snacks/nourishments. The total projected expenditures for meals and supplements/snacks for 2013 is \$5,448,049. BHD is working with A'viands to reduce costs for the remainder of the year in order not to surpass the contract amount of \$5,416,186. BHD also has three dietary staff, prior legacy costs, various small expenses and cross charges. These costs total an average of \$28,935 per month. Therefore, the total average projected monthly cost including BHD and contracted expenses for 2013 is \$509,606. The actual monthly expenditure cost in 2008, including legacy costs, for the BHD run dietary service was \$621,932. This is a projected average monthly savings of \$112,326 and translates into an annual savings of over \$1.3 million.

Initiatives

BHD has continued to expand its patient-centered dining program and has begun to see success in achieving several of the goals of the program, including:

- Fostering independence in clients in regards to choice at meal and snack times;
- Improving consumer satisfaction with meals;
- Decreasing the amount of food waste;
- New way of providing snacks that increase client choice;
- Promoting positive interactions between consumers, BHD staff and A'viands staff;
- Decreasing errors due to dietary cart issues such as cold or burnt items;
- Eliminating the need for operational improvements to the tray line and dish room area; and
- Correcting state survey notations (on a preliminary basis) in regard to resident choice and accommodation of needs

In 2013 and 2014 BHD will continue to focus on providing patient-centered dining and also work with A'viands on cost control measures during the move to a community based system of care.

Recommendation

This is an informational report. No action is necessary.

Respectfully Submitted,



Héctor Colón, Director
Department Of Health and Human Services

cc: County Executive Chris Abele
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