

**COUNTY OF MILWAUKEE**  
**Behavioral Health Division Administration**  
 INTER-OFFICE COMMUNICATION

**DATE:** September 27, 2012

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

**FROM:** Héctor Colón, Director, Department of Health and Human Services  
*Prepared by: Paula Lucey, Administrator, Behavioral Health Division*

**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.

<b>TABLE 1. SELECTED FOOD METRICS (OCT 2011 - AUG 2012)</b>											
	<i>Oct</i>	<i>Nov</i>	<i>Dec</i>	<i>Jan</i>	<i>Feb</i>	<i>March</i>	<i>April</i>	<i>May</i>	<i>June</i>	<i>July</i>	<i>August</i>
<i>Tray Accuracy</i>	82%	83%	100%	70%	100%	92%	81%	83%	93%	62%	67%
<i>Texture Modifications</i>	100%	100%	100%	100%	100%	100%	100%	94%	100%	92%	100%
<i>Portion Sizes</i>	89%	100%	100%	80%	100%	92%	94%	100%	100%	100%	100%
<i>Time</i>	55%	67%	86%	70%	64%	67%	75%	72%	86%	79%	87%
<i>Cold Food Temperature</i>	77%	73%	82%	59%	62%	47%	47%	57%	34%	53%	93%
<i>Hot Food Temperature</i>	30%	70%	83%	67%	50%	83%	57%	63%	60%	65%	50%

**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 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 rating the given measure as either very satisfied or somewhat satisfies in each month.

<b>TABLE 2. CUSTOMER SATISFACTION SURVEY RESULTS (May 2012 – August 2012)</b>				
	<i>May</i>	<i>June</i>	<i>July</i>	<i>August</i>
<i>Temperature</i>	92%	90%	97%	100%
<i>Portion Size</i>	88%	80%	88%	100%
<i>Variety</i>	96%	90%	100%	95%
<i>Taste</i>	87%	70%	100%	87%
<i>Presentation</i>	96%	100%	89%	94%
<i>Overall Quality of Meals</i>	92%	90%	93%	100%
<i>Overall Quality of Food Service</i>	96%	78%	100%	100%

**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 in 2012 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.

<b>TABLE 3. ISSUES LOG SUMMARY (JAN – SEPT 2012)</b>	
<b>Type of Complaint</b>	<b>Email and Phone Complaints By Occurrence</b>
Dietary Error - i.e. wrong texture served, inappropriate item served	12
Food Issue - i.e. substitution from menu, over-cooked, dislike item, etc	35
Late Meals, Missing Meals	33
Administrative - i.e. missing meal counts, tableware issue, in-service needs	21
<b>TOTAL COMPLAINTS</b>	<b>101</b>
2012 YTD Number Of Meals Served	460,371
Complaints as a Percent of Meals Served	0.02%

All complaints are considered formal complaints. Of the 101 complaints tracked in YTD 2012, 12 were considered serious in nature and related 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.

#### *Fiscal Savings*

BHD closely monitors the fiscal impact of the dietary contract with A'viands. For 2012 year-to-date, the average monthly cost for BHD for meals is \$447,035 and \$23,188 for required supplements and snacks/nourishments. The total projected expenditures for meals and supplements/snacks for 2012 is \$5,440,693. 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, continuing unemployment costs, prior legacy costs, various small expenses and cross charges. These costs total an average of \$40,972 per month. Therefore, the total average projected monthly cost including BHD and contracted expenses for 2012 is \$511,195. 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 \$110,737 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

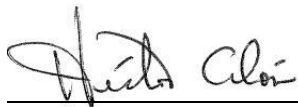
- Correcting state survey notations (on a preliminary basis) in regard to resident choice and accommodation of needs

In addition, the 2012 Budget contains an initiative to reduce dietary costs by \$500,000. BHD has entered into a new Sandwich RFP, is amending some pieces of the existing contract with A'viands, which will result in savings and is discussing potential savings ideas with the Department on Aging.

**Recommendation**

This is an informational report. No action is necessary.

Respectfully Submitted,



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Héctor Colón, Director  
Department Of Health and Human Services

cc: County Executive Chris Abele  
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