

Catering Services – consultation document

Current Service and Proposed Future Service

The Trust's in-house catering department operates a traditional hot line meal service system providing approximately 428,000 meals per annum for lunch and supper. All the main meals are produced on site from fresh ingredients and are delivered to ward level in dual temperature bulk food meal trolleys.

Where patients have special dietary requirements i.e. low fibre or sodium meals these are prepared in the kitchen. Vegetarian, gluten free, Halal, Kosher and textured meal choices are available from the main menu and are bought in as ready prepared meals and held in a frozen state prior to regenerating.

An out of hours a snack box is available for patients who miss a meal due to treatment or tests.

Weekend menus historically provide less patient choice with fewer main courses.

Breakfast and lunchtime service is currently undertaken by the ward housekeeper helped by support workers with evening service provided by the nursing team. Although food hygiene training is undertaken there is little emphasis on the importance of food presentation and portion control. Evening service coincides with high ward activity in terms of care delivery so conflicting priorities result.

Capital monies from 2014/15 & 15/16 have been used to urgently improve the fabric of the kitchen and to purchase essential equipment as a short term measure until the longer term strategy was agreed. To date 172k has been committed and supports:

- Urgent equipment replacement (5 meal trolleys)
- Kitchen improvements -replacement doors/frames, windows, roofing, plastic strip door, fly screens, repainting, wash up sink/waste disposal area

Maintenance of the 5 stars will become increasingly difficult over time, as a consequence of the fabric of the building where the kitchens are situated. Feedback indicates that there will be a requirement for further work/repair to the flooring, exposed pipework, internal roof, external roof and damp proofing of internal walls.

In 2013, the Board of Directors committed to a capital investment for refurbishment of the patients' kitchen and as a result of this and the hard work of the staff improved the quality of food, patient satisfaction and maintain/improve the 5 star Food Standards Agency's Food Hygiene Scheme.

The capital investment has since been reduced to £1.5 Million and this amount is identified in the 2016/17 programme.

This review is timely given the poor physical kitchen environment and aging equipment.

Four options have been have been evaluated against the following criteria:

- Service delivery quality
- Capital investment
- Revenue costs

- Space utilisation

The preferred option is to externally purchase cook chill or cook freeze bulk products with ward level regeneration. This option provides:

- Consistent quality of food with greater choice of menu to provide increased patient satisfaction
- £1.48m capital investment with a 15% return on investment paid back over 6.7 years
- Reduction in revenue costs by 24% when compared to current service
- Release of 113 m2 for utilisation by the trust
- Maintenance of the current 5 star Food Hygiene Scheme

Staffing Changes

Moving to the service set out above would change the staffing requirements as follows:

Staff Group	Band	Current WTE	Proposed WTE
A&C	4	1.00	0.00
	5	2.00	0.00
	6	1.00	1.00
Kitchen Worker	1	18.16	10.80
	3	6.44	1.00
	4	2.00	1.40
Total		30.60	14.20

Implementation Programme

This will take approximately 9 months to complete. The lead in time equates to 5 months tendering process for the purchase of trolleys and food suppliers and 12-16 weeks for the building phase. We are able to keep the construction phase short as the preferred option enables the hiring of a freezer unit to be stored in the area of the kitchen that will be given up from which food can be decanted. As the preferred option is for food to be regenerated at ward level we can store the trolleys at ward level and deliver food to them on a daily basis. This will increase the portering activity but has been factored into the costs.

Proposed rota

The rota below is what is proposed to be the requirement for operating the new catering system.

Whilst shifts may change it is thought these weekly hours will be what are required.

POST NO.	Job Title	Employee Name	Area of Work	Hours of Work	MON	TUE	WED	THU	FRI	TOTAL M-F	SAT	SUN
1	Catering Manager		Patients Kitchen	0700-1500	7.5	7.5	7.5	7.5	7.5	37.50	0	0
2	Catering Supervisor		Patients Kitchen	0700-1500	0	0	0	0	0	0.00	7.5	7.5
3	Catering Supervisor		Patients Kitchen	0700-1500	7.5	7.5	7.5	7.5	7.5	37.50	0	0
4	Diet Chef		Patients Kitchen	0900-1700	7.5	7.5	7.5	7.5	7.5	37.50	0	0
4	Diet Chef		Patients Kitchen	0900-1700	0	0	0	0	0	0.00	7.5	7.5
6	Catering Assistant		Patients Kitchen	0900-1400	4.5	4.5	4.5	4.5	4.5	22.50	0	0
7	Catering Assistant		Patients Kitchen	0900-1400	4.5	4.5	4.5	4.5	4.5	22.50	0	0
8	Catering Assistant		Patients Kitchen	1000-1500	4.5	4.5	4.5	4.5	4.5	22.50	0	0
9	Catering Assistant		Patients Kitchen	0900-1500	5.5	5.5	5.5	5.5	5.5	27.50	0	0
10	Catering Assistant		Patients Kitchen	0930-1500	5	5	5	5	5	25.00	0	0
11	Catering Assistant		Patients Kitchen	1400-1800	4	4	4	4	4	20.00	0	0
12	Catering Assistant		Patients Kitchen	1400-1800	4	4	4	4	4	20.00	0	0
13	Catering Assistant		Patients Kitchen	1400-2000	5.5	5.5	5.5	5.5	5.5	27.50	0	0
5	Catering Assistant		Patients Kitchen	0700-15.00	0	0	0	0	0	0.00	7.5	7.5
6	Catering Assistant		Patients Kitchen	0900-1400	0	0	0	0	0	0.00	4.5	4.5
7	Catering Assistant		Patients Kitchen	0900-1400	0	0	0	0	0	0.00	4.5	4.5
8	Catering Assistant		Patients Kitchen	1000-1500	0	0	0	0	0	0.00	4.5	4.5
9	Catering Assistant		Patients Kitchen	0900-1500	0	0	0	0	0	0.00	5.5	5.5
10	Catering Assistant		Patients Kitchen	0930-1500	0	0	0	0	0	0.00	5	5
11	Catering Assistant		Patients Kitchen	1400-1800	0	0	0	0	0	0.00	4	4
12	Catering Assistant		Patients Kitchen	1400-1800	0	0	0	0	0	0.00	4	4
13	Catering Assistant		Patients Kitchen	1400-2000	0	0	0	0	0	0.00	5.5	5.5
14	Catering Assistant		Patients Kitchen	1600-2000	4	4	4	4	4	20.00	0	0
15	Catering Assistant		Patients Kitchen	1600-2000	4	4	4	4	4	20.00	0	0
16	Catering Assistant		Patients Kitchen	any time	4	4	4	4	4	20.00	0	0
17	Catering Assistant		Patients Kitchen	any time	4	4	4	4	4	20.00	0	0
14	Catering Assistant		Patients Kitchen	1600-2000	0	0	0	0	0	0.00	4	4
15	Catering Assistant		Patients Kitchen	1600-2000	0	0	0	0	0	0.00	4	4
16	Catering Assistant		Patients Kitchen	any time	0	0	0	0	0	0.00	4	4
17	Catering Assistant		Patients Kitchen	any time	0	0	0	0	0	0.00	4	4

Consultation

Formal consultation will take place with the Trade Unions and with staff in accordance with the Trust Policy on Organisational Change and it is envisaged that affected staff would be redeployed to other opportunities within the Trust. It is proposed that a formal joint HR working group is established for the duration of the consultation and implementation.