

FRAN 6740 Foodservice Management in Healthcare

Winter 2013

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Class Times: Mondays 11:30am – 2:20pm

Classroom: MAC 331

Course Format: Seminar style with class discussions, guest speakers, and student presentations

Calendar Description:

Students will critically assess and integrate foodservice management literature and theories from undergraduate coursework to address the multifactorial issues of foodservice operations in healthcare. Case studies presented by expert guests and operational projects will support student synthesis and evaluation of the literature.

Objectives of the Course

Foodservice management in the healthcare setting is a complex, multi-dimensional endeavor. The individual who manages foodservice operations must draw upon his/her cross –disciplinary theoretical background related to dietetics, food science, food microbiology, human resources, operational and fiscal management and apply theory to a dynamic environment. Students will be asked to critically assess the literature in developing creative oral and written resolutions to the real world issues that arise in foodservice operations in healthcare.

By the end of this course the student will be able to:

- Apply theoretical management principles to the complex interplay of financial constraints and Ministry of Health and Long Term Care standards in a long term care foodservice operation
- Employ management strategies to translate Ministry of Health and Long Term Care standards into plans for menu development, staffing, staff education, meal service and nutrition care while considering labour relation issues
- Objectively appraise the role of Continuous Quality Improvement in the evaluation operational outcomes/expectations on all aspects of the operation from client satisfaction to fiscal management and employee retention.
- Integrate fiscal management principles in the completion of assignments and projects from the long term care foodservice context keeping in mind Ministry of Health and Long Term Care standards and best practices as identified in the literature.
- Incorporate principles of adult learning in the creation of an in-service plan for a specific target group in a foodservice/ healthcare setting

- Review key marketing principles and formulate marketing strategies for a long term care foodservice operation
- Formulate the product development process for an innovative food product to support client nutritional needs and budgetary constraints
- Objectively critique an emergency plan for a long term care facility

Learning Activities and Evaluation

1. Operations SWOT Analysis (20%)

SWOT is an abbreviation used to describe strengths, weaknesses, opportunities, and threats within the context of strategic planning. SWOT analysis is used in strategic planning where an organization/department's mission, objectives, strategies and policies are developed as part of a long term plan.

Students will critically reflect on their past placement (an organization and/or department) and write a 1-2 page (double spaced) introduction, including relevant background information, on the organization/department. Students will then identify, outline and rate in order of importance, strengths, weaknesses, opportunities and threats (8 total - 4 pages). After analyzing and interpreting their SWOT information, students will identify 2 action plans they would recommend for the organization/department's strategic plan (2 pages).

Last, students will complete a 15 minute presentation on their SWOT analysis and will be evaluated on their ability to apply knowledge and demonstrate their communication, facilitation, and presentation skills.

2. In-Service Planning Project (20%)

Incorporating principles of adult learning, each student will be responsible for developing and delivering a specific 15 minute In-Service to a defined target group on one of the following broad topic areas:

- Food Service Administration
- Menu Planning
- Food Production
- Nutrition Care
- Meal Service & Dining

Students will write an In-Service Plan outlining the following key topics:

- Needs Assessment / Problem Statement (1/2 page)
- Description of Target Group & Training Aides (1/2 page)
- In-Service Objectives (1/2 page)
- In-Service Content & Notes (Power Point Slides) - Maximum 8 slides
- In-Service Handout (1 page)
- In-Service Evaluation Tool (1/2 page)

Students will be evaluated on the effectiveness of the design of the In-Service Plan and the ability to engage the target audience during the presentation.

3. Journal Article Review & Discussion (15%)

Students will choose a Journal Article related to foodservice management (see below) and will critically evaluate the journal article drawing on feedback from FRAN 6740 students during class discussion (30 minutes). In a 1-2 page summary report, the student facilitators will outline how the literature findings of their chosen journal article could be used to resolve a real foodservice issue in a healthcare environment.

- CQI (Continuous Quality Improvement)
- Effective Leadership & Management
- Financial Management
- Human Resource Management
- Product Development
- Marketing
- Emergency Planning

4. Long term care (LTC) Operations Assessment project (40%)

Students will assume a consulting role as they explore in great depth, Ministry of Health (MOHLTC) standards, legislation and best practices for nutrition, foodservice and meal service within the context of a long term care facility. Students will be asked to critically analyze issues related to menu planning, meal service, nutrition care, finance and human resource management. The final report should be approximately 6-8 pages in length (double spaced) and include:

- An introduction including 3 different references (1page)
- Two one page plans to address unmet standards related to meal service and nutrition care
- A 1 week sample menu (including 3 meals and 3 snacks) that meet MOHLTC menu planning standards/ legislation and the unique needs of the population at the LTC facility you serve.
- A one year operating budget including revenues and expenses for staff, food and supplies incorporating \$7.46/ raw food allowance/resident; .40/resident/day for supplies; and other MOHLTC standards related to staffing requirements.
- A one page report summarizing your recommendations to meet MOHLTC standards/legislation and resident needs.

Evaluation;

❖ Operations SWOT Analysis	20%
❖ In-Service Planning Project	20%
❖ Journal Article Review & Discussion	15%
❖ LTC Operations Assessment Project	40%
❖ Class Participation	5%
	<u>100%</u>

Readings to support the course content:

Strategic Planning Reading:

Barbara Isaacs Jordan. (2007) Strategic Planning - Positioning Clinical Dietitians to Be Proactive in Today's Healthcare Arena. *Topics in Clinical Nutrition* 22 (1), 37-44.

LTC Readings:

Berta, W., Laporte, A., Valdmanis, V. (2005) Observations on Institutional Long-Term Care in Ontario: 1996-2002 *Canadian Journal on Aging*. 24(1), 71-84. On line at:http://muse.jhu.edu.cerberus.lib.uoguelph.ca/journals/canadian_journal_on_aging/v024/24.1berta.pdf

Dietitians of Canada. (2007) Where We Stand on Long Term Care. On line at: http://www.dietitians.ca/members_only/longterm_care.asp

Hillmer, M.P., Wodchis, W.P., Gill, S.S., Anderson, G.M. & Rochon, P.A. (2005). Nursing Home Profit Status and Quality of Care: Is There Any Evidence of an Association? *Medical Care Research and Review*. 62(2), 139-166.

McGrail, K., McGregor, M.J., Cohen, M., Tate, R.B. & Ronald, L.A. (2007) For-profit versus not-for-profit delivery of long-term care. *Canadian Medical Association Journal*. 176(1), 57-58.

Ministry of Health and Long Term Care. (1993). Long-Term Care Homes Program Manual. On line at: http://www.health.gov.on.ca/english/providers/pub/manuals/ltc_homes/ltc_homes_mn.html

CQI Readings:

- Carrier N, West GE, Ouellet D. (2006). Cognitively impaired residents' risk of malnutrition is influenced by foodservice factors in long-term care. *Journal of Nutrition for the Elderly* : 25 (3-4) 73-87
- Chao Y, Houser, RF, et al. (2007) Food and nutrition care indicators: Experts' views on quality indicators for food and nutrition services in assisted-living facilities for older adults. *J Am Diet Assoc* 107 (9) 1590-1598
- Confer, M. (2006) The Relationship of Continuous Quality Assurance Results to Survey Outcomes. *J Am Diet Assoc* 96 (9) Supplement 1, A49
- Desai, J, Winter, A, et al.(2007) Changes in type of foodservice and dining room environment preferentially benefit institutionalized seniors with low body mass indexes. *J Am Diet Assoc* 107 (5) 808-814

- Harrigan, ML. (2000) Quest for Quality in Canadian Health Care: Continuous Quality Improvement. Online at: http://www.hc-sc.gc.ca/hcs-sss/pubs/qual/2000-qual/index_e.html
- Hartwell HJ, Edwards JSA, and Symonds C. (2006) Foodservice in hospital: development of a theoretical model for patient experience and satisfaction using one hospital in the UK National Health Service as a case study. *Journal of Foodservice* : 17 (5-6) 226-238
- Maguerez, G. (1997). [COUNTERPOINT: Integrating CQI in Health Organizations: Perspectives](http://intqhc.oxfordjournals.org/cgi/reprint/9/1/5.pdf). *International Journal for Quality in Health Care*, 9(1), 5-6, On-line at: <http://intqhc.oxfordjournals.org/cgi/reprint/9/1/5.pdf>
- Keller, HH, Gibbs-Ward, A, Randall-Simpson, J., Bocock, MA and Dimou, E. (2006) Meal Rounds: An Essential Aspect of Quality Nutrition Services in Long-term Care. *Journal of the American Medical Directors Association*, 7(1), 40-45
- Leppert, S, (2007) Bulk foodservice: A nutrition care strategy for high-risk dementia residents. *J Am Diet Assoc* 107 (5): 814-815
- Olsen J, Aaslyng M. (2007). The Meal Composition Approach - a new way of optimizing the quality of foodservice products. *Journal of Foodservice* : 18 (4) 133-144

Financial / Human Resource Management Readings:

- Fox, M. (1984) An effective curriculum for a foodservice systems education. *Foodservice Research International* 3 (1), 17–31.
- Hiemstra, S. J. (2000) Economies of scale in the US foodservice industry. *Foodservice Research International* 12 (2), 109–117.
Human Resource Readings:
- Guffey CJ. & Helms MM. (2001) Effective employee discipline: A case of the IRS. *Public Personnel Management*, 30 (3).
- Hu, C., Su, H., Chen, C.B. (2007). The effect of person-organization fit feedback via recruitment web sites on applicant attraction. *Computers in Human Behavior* 23, 2509-2523.
- [Kidwell, RE Jr](#), [Kochanowski, SM](#). (2005). The Morality of Employee Theft: Teaching About Ethics and Deviant Behaviour in the Workplace. *Journal of Management Education*. 29(1)135-152
- Mello, J. A. (1995). Four steps to turning around problem performance. *Supervisory Management*, 40(12), 1-2. On line at: <http://web.ebscohost.com.cerberus.lib.uoguelph.ca/bsi/detail?vid=3&hid=118&sid=6930c90e-f2c6-4dad-bba4-c1c27d405aeb%40sessionmgr104>

- Severt, Denver; Xie, Lina; DiPietro, Robin B. Associations Between Organizational/Individual Factors and the Intentions of Employees: A Case Study of University *Foodservice Business Research*, 2007, 10(3),25-56.
- Osigweh CAB. & Hutchinson WR. (1989). Positive discipline. *Human Resource Management*, 28(3):367-83.

Product Development Readings:

- Feldman C, Chakraborty G, Hazhin T, et al.(2006). Nutrient content in peas served to patients: vitamin C is degraded during four stages of foodservice processing at two hospitals. *Journal of Foodservice* : 17 (3) 135-142
- [Olsen, Johanne](#) and [Aaslyng, Margit](#) (2007). The Meal Composition Approach – a new way of optimising the quality of *foodservice* products. [Journal of Foodservice](#). 18 (4)133-144,
- Rodgers, S (2007) Incorporation of probiotic cultures in foodservice products: an exploratory study. [Journal of Foodservice](#) .18 (3)

Marketing Readings:

- Boro Veiros M, Pacheco da Costa Proenca R, Kent-Smith L, et al. How to analyse and develop healthy menus in foodservice. *Journal of Foodservice*. 17 (4) 159-165, 2006
- Leigh, JH and Hughes, K. Hospital Dietary Departments: Marketing and Consumer Behavior Considerations. [Journal of Hospital Marketing](#). 2 (1) 35-43, 1988

Emergency Planning Resources:

Ministry of Health and Long Term Care. (2007) Emergency Planning and Preparedness. http://www.health.gov.on.ca/english/providers/program/emu/emu_mn.html

Ontario Chamber of Commerce (2007) [Pandemic Planning Tool Kit](#). <http://occ.on.ca/Policy/Reports/281>

Public Health Agency of Canada. (2007) Emergency Food Service: Planning for Disasters. http://www.phac-aspc.gc.ca/emergency-urgence/pdf/emfood_e.pdf

Puckett, RP and Norton,C. (2003) Disaster and Emergency Preparedness in Foodservice Operations. ADA Publications.

Additional Suggested Readings:

Dietitians of Canada. (1996). Code of Ethics for the Dietetic Profession in Canada. Retrieved October 10, 2007 from http://www.dietitians.ca/pdf/code_of_ethics.pdf.

Dietitians of Canada. (2000). Professional Standards for Dietitians in Canada. Retrieved October 10, 2007 from http://www.dietitians.ca/pdf/Professional_Standards_in_Canada_manual.pdf.

Hung, D. Y., Rundall, T. G., Cohen, D. J., Tallia, A. F., & Crabtree, B. F. (2006). Productivity and Turnover in PCPs: The Role of Staff Participation in Decision-Making. *Medical Care*, 44, 946-951.

Laurette Dubé, Elyse Trudeau and Marie-Claude Bélanger. (1994) Determining the complexity of patient satisfaction with foodservices. *Journal of the American Dietetic Association*, 94 (4), 394-398

Proeller, I. (2006). Critical Book Review: Staff Participation and Public Management Reform: Some International Comparisons. *International Review of Administrative Sciences*, 72(4), 583-586.

Walston, S. L., & Chou, A. F. (2006) Healthcare Restructuring and Hierarchical Alignment: Why Do Staff and Managers Perceive Change Outcomes Differently? *Medical Care*, 44, 879-889.