

# MenuSource™

SUMMER 2007

Count On Us... For Mealtime Possibilities



*We usher in this wonderful season with a special MenuSource™—an issue filled with the warmth and wisdom of your peers in Canadian healthcare food service. Continually improving the dining experience for all customers is the order of the day.*

*So sit back, relax...and be inspired!*

## Powerful philosophy fuels improvements

*Faced with rising demands, one Alberta Health region embarks on a continuous improvement journey applying the Toyota Production System.*

Canadians are flocking to Alberta in quest of well-paid jobs in the booming oil economy. But there's a flip side to the province's success story. "With the population increasing, we in healthcare have to do more with our existing time and space," says **Susan McKay, Senior Director, Regional Nutrition and Food Service** (RNFS) for the Edmonton-area, multi-site Capital Health region. "We have to recruit good people in a competitive job market. And make sure all employees are satisfied and well-utilized, doing work that adds value for patients."

In 2005, Susan attended an HFM conference in the United States. There, she heard about a philosophy of continuous improvement that was beginning to reap benefits in U.S. hospitals. Lean Systems Thinking (Lean, for short) is based on

the production system pioneered by Japanese carmaker Toyota and is prevalent in manufacturing.

Susan was intrigued. "Other approaches promise efficiency increases of 5% to 10%. With Lean, we are looking at productivity and space utilization gains of 50% to 90%."

In June 2006, RNFS launched two Lean pilot projects with Capital Health executive support. "The results to date are amazing. Employees tell me, 'We don't feel we're working as hard, and yet we're getting more done.'"

### What does Lean mean?

A vital concept is "customer pull"—getting things to the customer as smoothly as possible,

with as few intermediate steps as possible, and without huge inventories along the way. The key is eliminating systemic and operational waste that complicate the process—and do not add value to the customer's, or patient's, experience.

"Why do we have to rework this? Why is there a bottleneck? Why does this paper have to be signed three times? These are the kinds of waste we're after," says Susan. "Employees find it gratifying because these are things that create frustration. No one wants to do work that doesn't add value."

"The focus on systems is perfect for healthcare because ours are complex and have been changed or added to over the years. They are often wasteful but it's not our employees'

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## In This Issue...

- Take stock of new menu possibilities
- Reality check—Campbell products really deliver!

fault. Our systems haven't evolved effectively over time.

"In a Lean culture, employees are trained to search out and destroy waste. Managers and supervisors are out on the floor, observing operations and objectively measuring why something does or doesn't work. They look at big systemic issues and small issues alike."

Lean DOES NOT mean reducing staff. "Front-line staff may be reallocated, but they are fully engaged in Lean, so their time and effort add value to our services."

### Lean highlights eight kinds of waste. These include...

**Overproduction** "We do this all the time in healthcare, preparing for the *worst case scenario*. When you overproduce, you create storage, inventory and staffing backlogs."

**Unnecessary Inventory** "If you're ever caught short on meals or supplies, you'll order ten extra the next time. But extra inventory means extra counting, moving and storing."

**Confusion** "We have a lot of complex processes and shift work. There can be confusion when, for example, a new person comes on shift and the process isn't clearly defined."

### Peeking into the Lean Toolbox

"What's great about Lean tools is that they are intuitive. One look and you understand why and how they work."

Some of the tools and techniques used in RNFS include...

**5-S** "The 5-Ss represent five steps to create and sustain a safe, uncluttered workspace. One sorting technique involves putting a red dot on everything in a work area. Staff remove the dots from items as they are used. At the end of a work week, we commonly find that 95% of the dots remain!" By removing unused items, a more productive workspace is created—with fewer obstacles to get in the way of staff as they work.

**Standardization**—one of the 5-S steps. "We are standardizing our work areas so that everyone always knows where things are. This eases staff transitions, and saves training and frustration. And there's no more, 'I can't find it. I'll have to order another case.'"

**A3 Problem Solving** A3 refers to 11 x 17 sized paper—in this case, one that outlines a methodology for problem solving. "We complete an A3 as we go, using the steps to help us understand and communicate the root causes of a problem. It's all about solving the problem in front of you today."



5-S Results: No more clutter and 60% less storage space required.

### Capital Health Pilot Projects

"I believe we're the first Canadian healthcare food service department to pilot Lean," Susan notes. "We do a lot of videotaping of staff at work, before and after Lean. Today when we run the 'before' videos, staff say, 'We can't believe how much we had to run around!'"

### Cold Processing Area Pilot

*Before*

"When we observed sandwich making, we saw wasted space, time and motion. Staff had to reach across a long table, and run here and there. While some buttered bread, others waited their turn to put chicken on the bread, and so on."

*Today*

"By implementing 'make one, move one' assembly, we moved from five staff working one and a half hours in 62 sq. ft., to three people making the same number of sandwiches in the same amount of time in 38 sq. ft.—39% less space required, and no wasted motion."

### Sturgeon Hospital Pilot

*Before*

The site is increasing in size from 70 beds to 170, with no extra space for food service. Staff were

already working as quickly as the system allowed. Trays had a 39% on-time rate.

*Today*

To maximize space and minimize reaching, staff members are positioned on the same side of a work surface. This allows them to help each other as they work and creates a consistent pace of work. Now 76% of trays are on time—with more improvement to come.

### Taking time to get it right

By March '07, three employees (including Susan) had achieved Lean Leader Certificates. 150 had taken four-hour Lean 101 Workshops and over

50 had been trained in A3 Problem Solving and other techniques. All eyes are on RNFS to see how Lean can expand through the 30,000-person Capital Health organization.

"Lean is a never-ending journey: 20% of it is learning how to use the tools; 80% is cultural change. We're always

working to maintain and improve. I probably devote 30% of my time to Lean and we have a full-time Lean Process Improvement Specialist.

"We're fortunate to have good relationships with suppliers like Campbell. Every Lean facility needs suppliers willing to make adjustments down the line, if needed."

### "I am so proud of our staff!"

"They've been willing to try new things, and speak up when they see waste," Susan smiles.

"Lean is removing the hassles and frustrations, and improving service for our patients. All Canadian facilities, no matter their size, should consider going Lean."

### Lean Learnings

- Constant communication is key.
- Train, train and train some more.
- Designate a full-time internal resource person.
- Take time to build staff engagement.



For more information, contact Susan at [susan.mckay@capitalhealth.ca](mailto:susan.mckay@capitalhealth.ca)



## The perfect addition to your facility's soup repertoire... Campbell's® Artisan™ Stocks

Campbell's® Artisan™ Stocks provide the ultimate in menu flexibility. Operators can use the brilliantly versatile Artisan™ Stocks in soups, gravies, meat dishes, pastas and more. High-quality ingredients guarantee consistent flavour and taste. The highly concentrated formula means that a little Campbell's® Artisan™ Stock can go a long way to enhancing dining pleasure for all residents.

*Try all three delicious varieties...Beef, Chicken and Vegetable.*

### ***Incredibly convenient***

- Scoopable when frozen. Take what you need and return the rest to the freezer.
- Clever space-savers—Stock comes in small, stackable tubs with re-sealable lids.

### ***Incredibly delicious***

- Long-simmered taste you can't achieve with powdered bases.
- No artificial flavours.

### ***Incredibly versatile***

- Create delicious soups, side dishes and main courses.
- Enhance gravies, meat loaf, stews, and shepherd's pie—your residents' favourite dishes.

### ***Make the most of Campbell's proven soup expertise***

Add Campbell's® Artisan™ Stocks to your complete Campbell's® soup lineup today!



#### **DILUTION AND YIELDS**

100 grams of Artisan™ Stock Concentrate  
+ 1 L of water = 1.1 L of prepared stock  
1 Tub of Stock (800 grams) Artisan™ Stock Concentrate  
+ 8 L of water = 8.8 L of prepared stock

## *T*uscan White Bean and Vegetable Soup



### ***Ingredients***

*Serves 16 (250 mL portions)*

- 8 cups Campbell's® Artisan™ Vegetable Stock
- 1 tbsp. olive oil
- 2 garlic cloves, minced
- 4-1/2 cups assorted diced vegetables  
(such as carrots, zucchini, onion, celery)
- 1 cup diced, canned plum tomatoes
- 1 tbsp. Italian parsley, coarsely chopped
- 2 cups cannellini (white) beans, canned

### ***Method***

- Reconstitute Artisan™ Vegetable Stock according to package directions and set aside.
- In a large pot, sauté garlic in oil until softened.
- Add remaining ingredients except the Stock, tomatoes, parsley and beans. Sauté, stirring, for two minutes.
- Add Stock and bring to a boil. Reduce heat and simmer for 10 minutes.
- Add tomatoes, parsley and beans. Simmer 5 minutes to heat through, and serve.

*Just scoop and dissolve in simmering water.*

Pack Size: 6 X 800 g • Case Yield: 52.8 L

# MenuSource™ Checks In... Three satisfied customers share their experiences using Campbell's® products.

**Karen Foster...** on Trepuree®  
**Manager of Food Services**  
**Bridgepoint Hospital,**  
**Toronto, Ontario**



"Bridgepoint Hospital is a complex continuing care and rehab facility with 479 beds and a cook-serve kitchen. We make almost everything in-house—except purees because it's difficult to achieve the proper texture and consistency ourselves. That's why we switched to Trepuree® years ago. We're very happy with the product—great texture, flavour and selection.

"When the new Trepuree® dish came out, our cooks were happy not having to plate the meals any more—their time is better spent on other tasks. And of course, less food handling increases food safety.

"We tested the dish when we got it, to see how it would work in our conventional set-up. The transition went smoothly. The dish works very well for us. The meals retain moisture and flavour. All in all, the dish is a positive change for our facility."

**Joe Kovatch...** on Advanced Cuisine®  
**Manager, Food and Nutrition Services**  
**Peace Arch Hospital,**  
**White Rock, British Columbia**



"At Peace Arch we have 177 acute-care beds and 300 extended care. We serve Campbell's® Advanced Cuisine® in both areas, heating it in bulk retherm and cold-plate systems.

We did thorough testing before choosing this product. We went with Advanced Cuisine® because it's more nutrient dense than its competitors. And the lower sodium level suits more diets. The entrées also have excellent flavour profiles. We particularly enjoy the Macaroni and Cheese. Good mac and cheese is so important to a hospital!

## Count on Campbell Company of Canada

Another real advantage of Advanced Cuisine®—and all Campbell's® products—is consistency. Each time you open a package, you get exactly what you expect and what's on the label. This gives reliability when you're loading your diets for allergies."

**Lorie Stuckless, FSS...** on Primepuree®  
**and Primemincéd®**  
**Support Services Coordinator**  
**The Perley Rideau Veterans' Health Centre,**  
**Ottawa, Ontario**



"We have 450 beds at the Perley Rideau and we've served Campbell's® Primepuree® and Primemincéd® for about five years. They've always been very popular with residents. In 2005 we replaced our beltline with 21 dining rooms at point of service. While staff were getting used to their new roles, we switched temporarily to pre-portioned meals from a different manufacturer.

"We returned to Campbell's® Primepuree® and Primemincéd® late last year. We find that both heat well in our high-powered microwave. They stay moist and tasty."

Thanks Karen, Joe and Lorie for talking with MenuSource™.

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