

# Making Lean Green

## The Problem

Over 22,000 patients visit BIDMC for chemotherapy treatment each year. Many patients are receiving chemo for several hours, during lunch hours, and are unable to get out of their seat. BIDMC has traditionally served bagged meals containing a sandwich, fruit, juice, condiments and paper goods to the patient and their support person. These patients are immuno-compromised and often have varying degrees of altered tastes and/or appetites.

These unattractive and uninteresting lunches were not up to standard when compared with other institutions. Upon further investigation, not only were these bags unappealing and labor intensive but they were most notably, very difficult for the patients to open. This opportunity directly links to various dimensions of quality care including patient centeredness, efficiency, timeliness and safety.

## Aim/Goal

By going to see how it works (GEMBA), there was a sizeable opportunity to streamline work flow and waste while increasing patient satisfaction. The specific goal was to decrease labor hours of making the lunches (baseline of 2 hours and 4 employees involved) by 50% within a month's time while subjectively increasing patient satisfaction.

## The Team

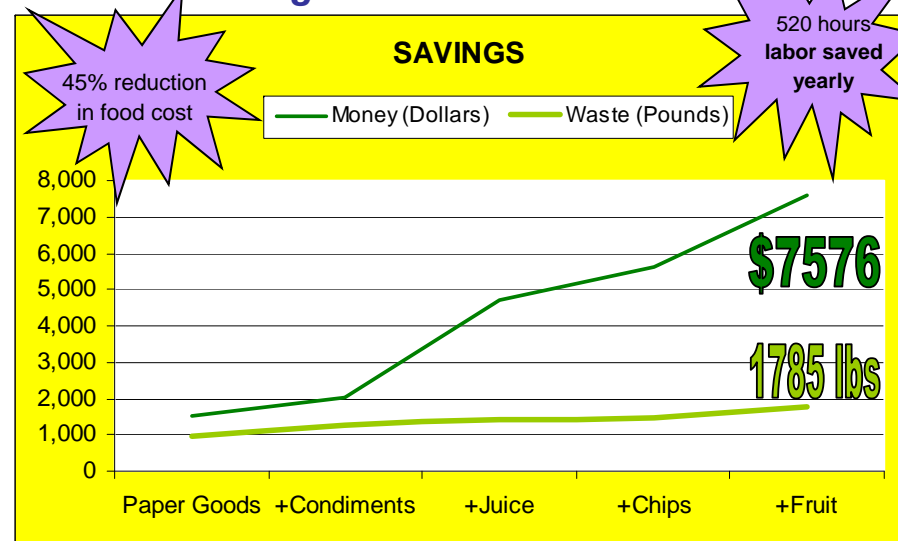
- Gail Spileos, Catering Manager, Sodexo Food Services (FS)
- Lorna Lynch, Patient Liaison Hem/Onc
- Hem/Onc Volunteers
- Amy Lipman, Sustainability Coordinator
- Mitch Lawson, MBA, RD, Assistant Director, Sodexo FS
- Nora Blake, Director, Sodexo FS
- Roda Somera Connell, RD, Operations Manager, Sodexo FS
- Shana Sporman, MS, RD, LDN, Project Manager, Sodexo FS
- East Campus Food Service Department Employees

## The Interventions

- GEMBA – go see how the lunches are made and served, talk to the patients about their satisfaction with the service
- Solicit solution ideas from Food Service & Hem/Onc staff, Volunteers and patients
- Create and train staff and volunteers on new process
- Communicate with all departments involved and check in for on-going performance measurement monitoring



## The Results/Progress to Date



## Lessons Learned

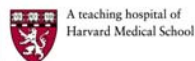
- ❑ Involving the customer from the beginning allowed us to generate better ideas and improved sustainability
- ❑ By providing a streamlined, organized Ala Carte Service, we improved presentation, increased quality and anecdotally raised patient satisfaction
- ❑ Decreasing production hours allowed Food Service staff to focus on other important kitchen tasks (tray line, retail, production, floor stock, catering)
- ❑ Saved \$7576 purchasing dollars, almost a ton of waste and 520 labor hours yearly (10 hours per week).

## Next Steps/What Should Happen Next

- Continue to communicate with Hem/Onc staff, volunteers and patients to ensure efficiency and consistency.
- Work with other departments that we serve to ensure a LEANED process
- Adjust products or process as needed per patient feedback.
- Create and distribute survey to Hem/Onc patients (with hard candy incentive) to solicit feedback on satisfaction
- Calculate findings and revise as necessary



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