

# Adding Value- The New Glover Cafe

## The Problem

The Glover Café at BIDN has been a tradition in the Needham community- serving the hospital's many employees, patients, and even local residents. Until 2013, the Café stood in its small corner of the old hospital wing with a handful of tables and limited food production capabilities. Though the old Café was a favorite of many, wait times were long, food production was limited, and there was little room for growth. As a result, the potential for increased sales and transactions was minimal. With the hospital continuing to expand, there was a need for a larger facility in order to provide the best service possible to our many loyal customers.

In July 2013, the new Glover Café opened. More than triple the size of the previous space, it now offers a variety of cold and hot food and beverage options. The Café includes a hot entrée line, a salad bar, a deli station, a soup station, smoothies, coffee, cold foods and beverages, and more.

## Aim/Goal

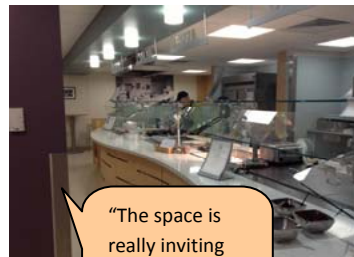
Our goal was to increase the value in the new Glover Café, as measured through both qualitative measures (customer comments, feedback forms) and quantitative measures (revenue, average sales, transaction average, rate of capture).

## The Team

- Katie Laycock- Sodexo, General Manager
- Michele Morgan RD LDN Sodexo Clinical Nutrition Manager
- Erin Boudreau- Sodexo, Executive Chef
- Monica Vasquez, Francesca Serpa, Don Regan- BIDN Staff
- Lois Marks, Helaine Yanofsky- BIDN Volunteers

## The Interventions

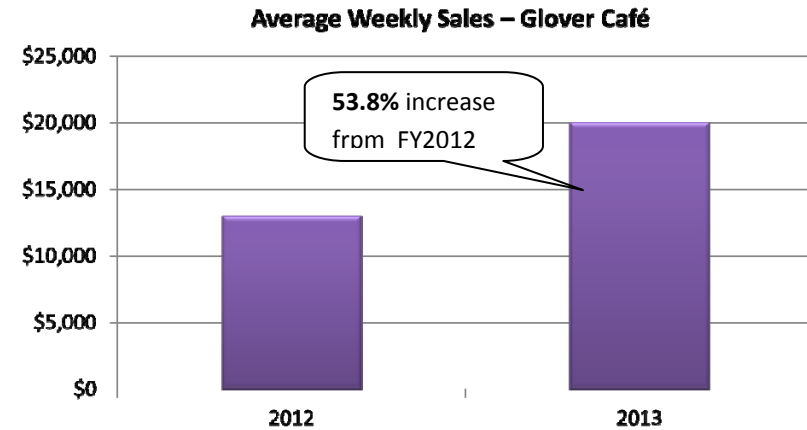
- In January 2013, the old Glover Café closed.
- An interim Café was established from January-June 2013
- The new Glover Café opened its doors in July 2013.
- Quantitative measures of value were gathered, including revenue, average weekly sales, average rate of capture, and transaction average
- Qualitative measures of value were gathered, including customer comments and feedback forms
- Customer-oriented initiatives in the Glover Café:
  - Meatless Mondays and Wellness Wednesdays
  - BIDMC Chef Series
  - New Product Tastings
  - Pedometer Challenge and Employee Wellness
  - Seasonal Farmer's Market



"The space is really inviting and uplifting"  
- customer



## The Results/Progress to Date



## Lessons Learned

- The new Glover Café has resulted in increased annual revenue, average weekly sales, and rate of capture. The trends for these quantitative measures of value have not plateaued and continue to increase.
  - Annual revenue in 2012 was \$143,412.00 and annual revenue in 2013 was \$203,018.00.
  - Average Weekly Sales skyrocketed from \$13,000/week in 2012 to \$20,000/week in 2013- these continue to increase in 2014.
  - Average Rate of Capture for 2012 was 21% and for 2013 it increased by 14% to 35%.
- Though many are nostalgic for the old café, customer comments about the new Glover Café have been overwhelmingly positive. We continue to see more and more customers in the new space.
- Customer-oriented initiatives, such as the Farmer's Market and Product Tastings, have helped bring awareness to the new Glover Café and its many offerings. These initiatives have also helped to add value to the space.

## Next Steps

- Continue to track quantitative and qualitative measures of value
- Continue to promote the new Glover Café and increase rate of capture
- Continue with customer-oriented initiatives and other community activities

**For more information, contact:**

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