

Healthcare: Example Action Plans

Two example Action Plans are provided, based on the food waste prevention mentoring support provided to hospitals in Wales. The root causes identified were real and the actions are those the hospital has signed up to deliver to reduce waste.

The catering arrangements at the two sites are as follows:

- **Example 1: Regeneration of frozen meals at ward level (cook-freeze model). Hostesses responsible for taking patient meal orders, collating orders and serving meals;**
- **Example 2: Traditional on-site kitchen preparing meals for patients and restaurant**

Example 1: Cook- Freeze service model

Root Cause of Waste Generation	Waste Prevention Action	Investigate (Date)	Action complete (Date)
Meal Ordering			
Bed plan used by hostess for writing down patient meal orders. Layout difficult to use (i.e. narrow rows, too many columns) increases risk of inaccuracy/mistakes when ordering	Update bed plan templates to make it easier for catering staff to write patient meals order. All wards to use one template Shopping list will be included on one sheet.		
Hostesses create informal shopping list of meals to pick from freezer/fridge for trolley. No shopping list template – risk of ad-hoc list being lost, sharing between wards not optimised and misinterpretation of order	Template will be added to bed plan.		
Lack of timely communication on changes in patient eating requirements	Changes can be made up until 10:00 or 15:00. Nursing staff can collect a hot meal if required after these times from dining room. Lunchtime bed plan to be updated for evening meal order		
Guesswork in meal order for absent or uncommunicative patients resulting in meals that may not be required	Guesswork will no longer be acceptable. Any hot meals needed after the above times can be collected from dining room.		
Menu/portioning			
Small portion requests not considered in meal order	Reduce shopping list to include small order requests where appropriate (<u>ensure compliance with nutritional standards</u>) - UNDER CONSIDERATION		

Root Cause of Waste Generation	Waste Prevention Action	Investigate (Date)	Action complete (Date)
Lack of understanding on size of small portion	Provide training on how much of a normal portion constitutes a small portion (ensure compliance with nutritional standards) UNDER CONSIDERATION		
Not regenerating the correct multi-portion pack sizes	Bed plans to be checked randomly by supervisors and staff reminded of procedures.		
Large range of hot lunch meals and hot dessert choices leading to spare portions, since minimum regeneration size pack is x2 portions	Consider revising menu to limit number of choices at lunch UNDER CONSIDERATION		
Soups only available in a minimum x4 portion pack	Hospital is changing supplier of soups which will be available in single portions.		
Unable to use up all beans decanted from large tin stored in fridge, increasing spoilage waste	Small tins available. Share if only large tins available.		
Lack of standardised portion sizes for chips, beans and vegetables	Training staff on portion sizes. Correct utensil available for accurate measurements.		
<i>Stock at ward level</i>			
Overstocked fridge can lead to increased risk of items becoming out of date and discarded as waste	Agree type of food to be contained within the ward level fridge and stock levels for out of hours catering (i.e. diabetics, soft items, sandwiches, snacks) Patient orders and shopping list to correspond. Regular monitoring by supervisors		
<i>Behaviour</i>			
Lack of awareness and training can cause waste generation	Increase awareness and information sharing on how to prevent waste and benefits of waste prevention <ul style="list-style-type: none"> • 'Refresher sessions' – hold either straight after break (kitchen 10.30), stay behind for 10 mins end of day 		

Root Cause of Waste Generation	Waste Prevention Action	Investigate (Date)	Action complete (Date)
	<ul style="list-style-type: none"> Reminding staff of the effects of food waste on Health board budgets and environment. Convert costs to something meaningful for example ££ = an MRI Scan. 		

Example 2: Traditional on-site kitchen service model

Root Cause of Waste Generation	Waste Prevention Action	Investigate (Date)	Action complete (Date)
<i>Meal Ordering</i>			
Ordering patient meals on the same day after production has commenced leading to over production. Historical data on meal choices per ward/time of year/ward numbers not used as much as it could to adjust production quantities	The full use of Menumark software on the wards is being evaluated for cost-benefit. The Patients Charter Guidelines require that meal orders are taken on the day.		
Too many meals/portions provided to bulk service wards e.g. AMU, resulting in high unserved waste levels	Ward hostess to be responsible for taking orders and producing more accurate figures for the two large wards (A+E, and AMU) using bulk food.		
'Just in case' ordering increasing the number of unserved meals	Each meal order to be listed only if a patient name is included, and if extra meals can be provided.		
<i>Meal forecasting</i>			
Lack of data on foot fall and unserved food in the dining room leading to uncertainty in how many portions to produce	Tills to be interrogated to obtain daily sales to build accurate data for future demand forecasts		

Root Cause of Waste Generation	Waste Prevention Action	Investigate (Date)	Action complete (Date)
Menu consistency			
Lack of consistency between patient and dining room menu contributing to preparation and production waste	Patient menus will be aligned with hot dining menus, reducing waste.		
Over-catering			
Cooking a large number of portions towards the end of dining room service 'just in case'	Catering Manager to administer stocking policy to allow items to "run out" towards end of service, providing there are alternative choices available.		
Multiple salad choice (e.g. ready portioned, self-serve salad bar) and too much cut salad contributing to waste at the end of service in the dining room	Salads to be prepared in clear packs ready for takeaway or eat in dining rooms.		
Making up of gravy, custard and sides without reviewing menu creating production waste	Review menu in relation to gravy and custard to match demand		
Cake portions served in dining room discarded as waste (a contributing factor could have been portion size)	Cold desserts are to be sold in containers, with better control of portion size		
Overproduction of porridge resulting in large quantities being returned to the kitchen	Reduced the amount of porridge prepared by half for wards that repeatedly return porridge waste to the main kitchen		
Waste during kitchen preparation			
Significant quantities of lettuce discarded during preparation including useable outer leaves	Reduce waste and use suitable outer leaves		
Familiarity with recipes means ingredients 'weighed' by eye.	Adapt recipes using bags/tins of ingredients rather than weights		
Limited number of batch size recipe sheets	Development of additional recipe sheets for intermediate quantities to allow chefs to work to recipe, rather than just adding a bit more or less for intermediate quantities.		

Root Cause of Waste Generation	Waste Prevention Action	Investigate (Date)	Action complete (Date)
Stock Control			
Overstocked ward level fridge can lead to increased risk of items becoming out of date and discarded as waste. Agree stock levels and provide training on stock control	Ward hostesses to be employed in the two large wards, other wards to be considered further		
Education			
Lack of awareness and training can cause waste generation	Incorporate into waste reduction programme		
Monitoring			
Lack of routine data collection means the catering team is unable to measure and monitor as effectively as they could changes to the service	Emphasis on importance on systems such as completion of waste sheets		

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