



Information Sheet

Developing Key Performance Indicators to track and reduce food waste in the Healthcare sector

The Healthcare sector produces over 1 billion meals annually and in doing so produces in the region of 121,000 tonnes of food waste at a total cost of £230 million per year. This figure includes food procurement, labour, utilities and waste management costs which equates to an average cost of avoidable food waste of £0.22 per meal¹.

Measuring food waste against Key Performance Indicators (KPIs) enables both the client and hospital caterer to track progress and improve understanding of how and where food waste is generated. This data from measuring and monitoring helps to determine objectively what contributes to food waste generation and how to tackle its reduction. This information can then be used to identify opportunities to reduce costs and improve environmental performance.

This information sheet outlines how to develop KPIs to track the amount of food being wasted over time.

Step 1: Select appropriate KPIs to measure

The table below details examples of KPIs to measure progress being made to reduce the amount of food being wasted and the data sources needed to report against them. Some data may already be captured to support other reporting requirements such as Estates Return Information Collection (ERIC) or Estates and Facilities Performance Management System (EFPMS). To start with, select one or two KPIs to report against and for each select an appropriate time period for measurement, for example, daily, weekly or monthly. You will also need to consider what other factors may influence the numbers to be able to put them into context, for example if new wards are built and patient numbers increase, food waste is also likely to increase.

Example KPIs:

<i>Description</i>	<i>Data needed and suggested sources</i>
Patient Associated KPIs	
1. Patient associated food waste	<ul style="list-style-type: none"> The number of main dish portions unserved (required for ERIC) The average weight of a main dish portion (from menu plans) The amount of unserved carbohydrate products (e.g. potato, pasta, rice) by weight in kg (via WRAP measurement sheet) The amount of unserved vegetables by weight in kg (via WRAP measurement sheet – scroll to end of web page) The amount of unserved desserts/pudding by weight in kg (via WRAP measurement sheet) The amount of food left on plates by patients by weight in kg (via WRAP measurement sheet)
2. The % unserved portions vs. ordered	<ul style="list-style-type: none"> The number of main dish portions ordered (from your own records for meal service) The number of main dish portions unserved (required for ERIC)
3. The % of unserved portions per patient on ward (excluding nil-by-mouth)	<ul style="list-style-type: none"> The number of patients at the time of ordering (occupied beds) less those that are Nil By Mouth (from your own records for meal service) The number of main dish portions unserved (required for ERIC)
4. Average food waste per patient	<ul style="list-style-type: none"> Patient associated food waste (as calculated for KPI 1) The number of patients at the time of ordering (occupied beds) less those that are Nil By Mouth (from your own records for meal service)

<i>Description</i>	<i>Data needed and suggested sources</i>
5. Total cost of patient food waste.	<ul style="list-style-type: none"> • Patient associated food waste (as calculated for KPI 1) • Average cost of a tonne of food waste in healthcare at £1,900 (Source: WRAP, Overview of Waste in the Hospitality and Food Service Sector)
Restaurant food waste	
6. Restaurant associated food waste	<ul style="list-style-type: none"> • The amount of food waste arising in the restaurant by kg each day. This would use the same level of detail as patient associated food waste but for the restaurant (via WRAP measurement sheet)
7. Restaurant food waste per cover or transaction	<ul style="list-style-type: none"> • Restaurant associated food waste (as calculated for KPI 6) • Number of covers or number of transactions (from your own records)
8. Total cost of restaurant food waste	<ul style="list-style-type: none"> • Restaurant associated food waste (as calculated for KPI 6) • Average cost of a tonne of food waste in a staff restaurant £2,200 (Source: Overview of Waste in the Hospitality and Food Service Sector)
Food Waste Summary	
9. Total food waste for the hospital	<ul style="list-style-type: none"> • Patient associated food waste (as calculated for KPI 1 above) • Restaurant associated food waste (as calculated for KPI 6)
10. <i>Total cost of food waste to the hospital</i>	<ul style="list-style-type: none"> • Cost of patient associated food waste (as calculated for KPI 5) • Cost of restaurant associated food waste (as calculated for KPI 8)

Capturing the information is relatively straight forward and guidance is given in this [screencast](#) developed in association with the HCA.

Step 2: Monitor Performance against KPIs

Whichever KPIs are selected, aim for the indicator to reduce over time; this will demonstrate a reduction in the amount of food being wasted, leading to cost savings.

Templates for monitoring and measuring food waste and guidance developed for the Healthcare sector is given in the screencasts developed in association with the HCA which are available via the following link: <http://www.wrap.org.uk/content/preventing-waste-healthcare-sector>

Reductions can be achieved by looking at the data, sharing it with staff and thinking of solutions; these may include trialling some changes in practice, such as menu planning, gaining feedback from patients and reviewing case studies.

**WRAP research estimates that food waste cost £1,900 per tonne in the healthcare sector and £2,200 per tonne in the staff-catering sector*

ⁱ <http://www.wrap.org.uk/content/overview-waste-hospitality-and-food-service-sector>

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