Catering to New Opportunities

Branding and Marketing Healthcare Foodservice

Rx for Flavorful Fare
Warm Up to Fresh Opportunities

It’s cold outside in much of the country. So grab a hot beverage and settle in inside with this latest issue of Enrich™. You’ll find plenty of ideas, insights, and inspiration to get you fired up for tackling both the challenges and exciting opportunities of healthcare foodservice.

In this issue’s customer profile, you’ll hear from Niles Gebele and Chef Andrea Benson from OhioHealth about how they’re working to increase quality of care, manage costs, and facilitate teamwork at Marion General Hospital. Thanks to Chef Benson’s Culinary Institute of America training, fine-dining background, and creativity, the food at this facility is healthier, more flavorful, and beautifully presented—an often-overlooked touch that adds considerably to its appeal.

Our feature on catering offers insights into how foodservice and nutrition-services departments can generate vital revenue, instead of just being cost-centers. Managing costs has always been an issue, but, given the state of healthcare today, it’s being emphasized more and more. Just think of all the ways that extra revenue could be reinvested into your operation to increase patient/resident satisfaction and improve overall satisfaction rates.

Of course, getting the word out about such services is absolutely essential, so our story about branding and marketing healthcare-foodservice operations shows how to maximize your opportunities.

As always, the most direct way to influence dining satisfaction is through top-quality food that tastes good. Look to our food feature on page 12 to discover ways to enhance flavor layer by layer with fresh herbs, bold cheeses, and hearty vegetables. And turn to page 23 to see how these elements come together in our recipes for cold-weather favorites that are sure to be hits with all those you serve.

DANA FILLMORE, RD, CP-FS, Editorial Director. Dana Fillmore manages Healthcare Marketing for Gordon Food Service. Previously, Dana was the Manager of Nutrition Services for Gordon Food Service, providing expertise in matters related to nutrition and food safety for all Gordon Food Service customers. Her professional membership in the Academy of Nutrition and Dietetics and her background as Adult Foster Care Consulting Dietitian and Clinical/Foodservice Dietitian supports her specialty in nutrition and foodservice. Her professional food-safety certification is supported by the National Environmental Health Association.
BRANDING AND MARKETING
HEALTHCARE FOODSERVICE
A strong brand boosts the bottom line.

RxF FOR FLAVORFUL FARE
Enhance appetites with great-tasting well-crafted foods.

AMBITIOUS CHANGE AGENDA
Patient-focused care starts with healthy-for-you options.

CATERING TO NEW OPPORTUNITIES
Build revenue with internal and external catering.

ENHANCE
A Family Affair

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Serving Special Needs

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Food and Nutrition Services help improve the bottom line

ASK THE DIETITIAN
Probiotics, Prebiotics, and UTIs

ENGAGE
Getting Off on the Right Foot

CHICKEN MUSHROOM PANINI

MILANESE VEGETABLE MEDLEY

CHICKEN AND HERB DUMPLINGS

CUMIN-SCENTED SALMON

PORK CHOP STACK

CREMINI MUSHROOM SOUP

In Every ENRICH™

WELCOME TO ENRICH

ADVERTISER INDEX

On the Cover:
Warm, satisfying Cremini Mushroom Soup. Recipe on page 31.
One system can help wipe out these staggering statistics:

- Healthcare Associated Infections (HAIs) have reached between 1-3 million occurrences, costing between $673 million-$2 billion a year.¹
- These infections cause death in approximately 380,000 long-term care residents every year.²
- The death rate can reach 40% for residents hospitalized due to HAIs.³

With statistics like these, long-term healthcare can use a hand. And GOJO has just the answer. With just one 1.1 ml pump of PURELL® Advanced Instant Hand Sanitizer—the exact amount released by GOJO® ADX™ and GOJO® LTX™ dispensing systems—healthcare workers will exceed FDA Healthcare Personnel Handwash efficacy requirements.⁴ It’s a powerful germ-killing combination of unique PURELL formulation and innovative dispensing. No other instant hand sanitizer can do that.⁵

Make the switch today to GOJO dispensing systems, and you can have a hand in bringing these staggering statistics to rest.
Our five Trade East® No-Salt options, listed above are great choices for healthcare foodservice operators who want to provide appetizing menu items without the added sodium. Their versatility allows you to blend them into every part of your menu, from breads and soups to pastas and proteins. Raise the bar for flavorful food when you reach for Trade East, a full line of MSG-free spices and seasonings.

See page 34 for more information.
Top-quality foodservice and nutrition care can be powerful business builders when marketed effectively. Yet one in 10 hospitals and three in 10 long-term-care/senior-living communities conduct no marketing at all, according to 2013 research by Foodservice Director magazine. Those that do engage in marketing often “piggyback” on organizational emails and newsletters rather than creating their own brand messages.

That’s a mistake in an era when foodservice operations are constantly pressured to do more with less, maintains Gordon Food Service® Healthcare Marketing Manager Dana Fillmore, RD, CP-FS.

“Establishing a strong foodservice brand is key to increasing revenues that can be poured back into the operation,” Fillmore says. “Whether you’re seeking to boost business from existing customers or reaching out to new audiences, smart branding and marketing will help pave the way.”

Look to the commercial sector for smart branding and marketing ideas, advises Gerry O’Brion, a speaker and author who helps businesses of all kinds grow by applying the principles outlined in his presentation, What Big Brands Know. One of his programs, The Restaurant Formula, distills the strategies of today’s largest and most successful restaurants into techniques any foodservice operation, including those operating in the healthcare sector, can use.

“The most important factor is to understand what your customers need and want,” he says. “The biggest thing that differentiates billion-dollar brands from all other companies is that they spend an inordinate amount of time listening to their customers.”

Take a lesson from the big brands and ask your customers—patients, residents, and family members—what you could do to make them choose you more often as a dining destination and/or what would motivate them to rate your foodservice more highly. Solicit answers via comment cards, email surveys, table visits, and even focus groups.

This information will help you create a new brand
(or evolve an existing one) that resonates with your customer base. Your brand, O’Brion maintains, must provide a reason for a customer to choose you over all the other options.

“Ask yourself, ‘How can I be different from the competition in a way that my customers value?’” he recommends.

**A Brand Name**

One of the simplest ways to differentiate your operation is to name it. If you call yourself the ABC Hospital Cafeteria or the Dining Room at XYZ Nursing Home, you’re basically telling customers that there’s nothing special about your operation. A branded name is a promise of a unique dining experience, and it gives your operation an identity apart from the organization itself.

That’s a good idea for any operation, but it’s absolutely essential if you’re going to market your foodservice to the community at large, says Scott Reitano of Indianapolis-based Reitano Design Group, a commercial-kitchen design and consulting firm. A distinctive name will encourage both internal and external customers to view you as a dining destination rather than a healthcare service.

“More and more of our clients are seeking to attract customers from outside their four walls,” he says.

Reitano’s firm recently worked with an Indiana hospital to design a new kitchen and servery under the name “The Copper Grill.” The serving area reflects the upscale nature of that name with a sophisticated design aesthetic, fresh-food bar, and space for exhibition cooking.

Whatever name you choose must be visually expressed through a logo that can be used on menus, uniforms, and marketing materials.

**A Brand Look**

When it comes to marketing materials, signage is critical.

“The right signage helps establish expectations for your customers and guides them on a journey through your operation,” says David Juros, Director of Business Development for New Jersey-based Visual Graphic Systems Inc.

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**How Do You Market Your Foodservice Program?**

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*Source: Foodservice Director, 2013*
Juros echoes O’Brion’s recommendation to look to restaurants for guidance. Use professional-looking entrance signs, station identification signs, point-of-sale signs, display fixtures, and menu boards that are functional and decorative.

“You want to bring a retail look and feel to your space,” Juros says, adding that it’s important to build flexibility into that look. “Make sure you can quickly and easily incorporate changes. You want to be able to communicate rotating menus, specials, and new dishes via your signage.”

Signage is also critical outside the foodservice space. “Dining rooms are really hard to find in a lot of healthcare organizations,” Juros says. “That turns away potential customers. Effective way-finding signs are essential.”

**MARKETING TACTICS**

There’s much more to building a brand than a name and signage system, of course. Food, service, price, location, and the overall dining experience, O’Brion maintains, all contribute to your brand identity—just as they do for McDonald’s or Ruth’s Chris Steak House. You must consistently deliver on all counts to truly differentiate your operation.

Once you’ve created a distinctive brand, you have to convince customers to come in and experience it. That’s the task of marketing. Again, look to restaurants for marketing inspiration. Here are a few tactics and tips:

**Websites/social media.** Most healthcare websites mention dining services. But what if you could establish and maintain a dedicated web page about your organization’s site? You could share your menu, hours, location, nutrition information, and foodservice philosophy. Or how about your own Facebook page to engage with customers and the community?

Increasingly, restaurant operators are devoting more attention to social-media platforms such as Facebook, Twitter, Instagram, and Google+ than any other marketing channel. It works for them, and it can work for you.

**Not Just for Hospitals**

Fewer senior-living communities market their foodservice operations, perhaps because they have more of “captive audience” than hospitals do. But marketing elements such as signage, table tents, and social media can help improve the dining experience for residents.

What’s more, marketing can help entice future residents. In 2014, Chicago-based research firm Technomic Inc. reported that 90 percent of long-term-care residents say foodservice was one of the most important factors in choosing a facility, behind only the impression of the facility’s caregiving staff (92 percent), and the reputation of the facility (91 percent).

Marketing your foodservice operation to area seniors and the adult children of seniors can help make you top of mind when they make the decision to enter a senior-living facility.

**Your brand must provide a reason for a customer to choose you over all the other options out there.**
Emails/newsletters. These electronic tools are primarily used to communicate with hospital staff and long-term-care residents. But, if you want to open your operation to the community, start collecting email addresses from patients and visitors. Use comment cards and satisfaction surveys to help build your database—just be sure to ask if respondents want to subscribe or “opt in”—in other words, receive emails from you. Once they do, you can send notices of new menu items, special events, and even offer coupons or discounts.

Tabletop displays/table tents. Restaurants often use table tents to publicize specials, limited-time offers (LTOs) and high-profit items. But table tents also are a great way to market your operation. You can use a service like LTO Direct™ to quickly, easily, and affordably create promotional table tents that can be placed throughout your organization—in the lobby, waiting rooms, gift shops, nurses’ stations, and even patient rooms. They’re like mini billboards for your dining services.

Public relations. In many areas of the country, a hospital or senior-living center that serves restaurant-quality food and/or opens its dining room to the public is enough of a novelty to warrant media attention. Contact your local newspapers, magazines, television/radio stations, and community blogs to ask if they’ll do a story on your operation. If you’re confident about the dining experience you deliver, extend an invitation to local media food critics to sample your fare.

Community relations. Think about creative ways to introduce community members to your operation while supporting the mission of your organization. Cooking classes, farm markets, health fairs, and healthy-nutrition presentations can entice consumers who’ve never before set foot in your space. Consider offering them a coupon for a free drink or discounted meal for a future dining visit.

None of these tactics are necessarily expensive. But they can be very successful in generating word of mouth, which is the most effective marketing of all.

“Just make sure your foodservice brand can support all the marketing attention,” Fillmore says, noting the importance of being able to deliver whatever your brand promises, whether it’s fresh and healthy, upscale and indulgent, or anything in between.

Branding Made Easy

The Trade™ Marque Signage System from Visual Graphics Systems (VGS) offers a range of menu boards, display fixtures, posters, and signage specifically designed for healthcare foodservice. Four distinctive visual options allow you to create a unique, highly polished brand image at a very affordable price. VGS also can work with you to create custom signage.

LTO Direct™ is a web-based service that allows users to log on and create custom tabletop displays as well as custom inserts, comment cards, and other marketing materials.

Ask your Customer Development Specialist how you can access VGS, LTO Direct, and other services through our Catalyst® program.
The most effective healthcare nutrition directors see themselves as working for patients or residents, and with families, observes Sara Kwiatkowski, RD, Manager of the Gordon Food Service® Nutrition Resource Center. Relatives have a lifelong knowledge of your patients or residents and their food preferences, and these insights can help you create more satisfying dining experiences for their loved one.

While learning from family members is critical, learning about family members also can be instructive. Understanding family dynamics can help with addressing or even forestalling problems. For instance, if you know which family members have the most influence, enlist them to help that person accept changes in menus and nutrition needs. But first, you must explain reasons behind the changes to that family member.

“Educating families is one of the most important roles for healthcare foodservice,” Kwiatkowski says.

That education should begin with the initial care conference held before or soon after care begins. This is an opportunity to present your foodservice mission and practices to patients or residents and their families, much in the way that other staffers talk about medical and social issues.

For long-term senior living, ongoing care conferences allow you to communicate program changes. So do family councils, if your community has one. You might also conduct your own dining-centered family meetings and/or use technology to present information. See if family members would like to be apprised by email of significant developments. Consider social media as a presentation and promotion tool, but be sure to uphold medical privacy regulations. Providing multiple methods of interaction allows families to be as involved as they want to be.

“Encourage interaction because families who aren’t involved tend to complain more,” Kwiatkowski says. “They don’t understand the reasons behind nutrition-care decisions.”

For example, a visiting family member might be alarmed that a loved one with diabetes is enjoying a slice of pie. In such a case, you’d want to let family members know in the initial care conference about medical best-practice standards for carbohydrate-controlled meals versus a “no-sugar” diet. At that point, you could explain that “person-centered care” honors the choices of patients and residents, sometimes in the face of medical best practices. According to the Chicago-based culture-change advocacy group, Pioneer Network, even holding Power of Attorney doesn’t give a family the right to demand restricted diets or altered consistencies if that’s not what the elder wants. That news can be troublesome to family members hearing it for the first time during a mealtime visit. So be prepared to calmly, logically, and politely explain the policy and its implications.

These conversations won’t always be easy. But, as Matthew Murer, Chairman of the National Health Care Group at Chicago-based law firm Polsinelli, told long-term care providers in a September 2014 webcast: Communication with “difficult” family members is key to preventing lawsuits, so strive for routine contact with them.

“The families you least want to talk to are the most important people to talk to on a daily basis,” Murer advises.

Whether concerns come from an active, involved family member or a first-time visitor, listening, acknowledging, and responding appropriately are key practices. Managing these interactions well will help please everyone.
REORDER No. | PRODUCT DESCRIPTION
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174291 | FireRoasters™ Citrus Peppercorn Alaska Pollock
336810 | Grilled Wild Salmon Sensations with Citrus Pepper Glaze
336790 | Grilled Wild Salmon Sensations with Fresh Dill Glaze

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www.HighLinerFS.com

*www.doh.wa.gov/CommunityandEnvironment/Food/Fish/HealthBenefits ©2014 High Liner Foods

See page 34 for more information.
In restaurants, flavor is key to a satisfying dining experience.

But when it comes to healthcare foodservice, flavor takes on an additional and even more pivotal role in getting patients and residents—especially those with a diminished sense of taste and smell—to eat real food.

“Appetites aren’t always what we want them to be, especially in long-term care settings,” says Dana Fillmore, CP-FS, Gordon Food Service® Healthcare Marketing Manager.

Flavorful, palatable food is an appetite enhancer, according to the Centers for Medicare & Medicaid Services. When food tastes good—even in the face of nutrition restrictions and special diets—intake and nutrition improve, debilitating weight-loss declines, and spirits are lifted. All of this leads to improved overall health and quality of care.

There are many ways to innovate with flavor and make food more appealing. The following are just a few.

**FLAVORFUL ADDITIONS**

**Aromatics.** Incorporate fresh onions, leeks, and garlic into soups, salads, entrées, and sides. Nutrition bonus: Served raw, all three offer a pre-biotic boost.

**Cheese.** Opt for highly flavorful cheeses such as extra-sharp cheddar, Parmesan, and pepper Jack. Use blends of multiple cheeses to create what Gordon Food Service® Corporate Consulting Chef Gerry Ludwig, CEC, calls “complexity and additional layers of flavor.” Just be mindful of those on sodium-restricted diets given cheese’s high sodium content.

**Fermented and smoked foods.** Powerfully pungent fermented and smoked foods pack a wallop of savory flavor. Miso, sauerkraut, and kimchee (the Korean dish of fermented cabbage, chili paste, and fish sauce) are also probiotic foods. Smoked bacon—perhaps the very essence of umami—is a deeply satisfying, and craveable calorie booster. Even small amounts of these foods enhance soups, salads, sandwiches, sides, and entrées, as well as condiments and dressings. Again, be mindful that many fermented foods are very high in sodium.

**Citrus.** Brighten flavors and add color, zip, and freshness to foods with the juice and/or zest of lemons, Meyer lemons, limes, oranges, and grapefruit. Citrus stimulates appetites and boosts vitamin-C levels. Add it to soups, dressings, entrées, desserts, and smoothies. Old-fashioned, house-made lemonade offers a welcome taste of home.
Bold ingredients. “Residents often complain the food is bland, so kick up the flavor with fresh herbs, spices, and bold flavors that heighten their senses,” Fillmore advises. Red-pepper flakes, chipotle peppers, balsamic vinegar, and sesame oils, for example, all add zing.

Global fare. Italian pastas, Asian noodle bowls, bean soups, couscous, rice dishes, hummus, and salsas, for example, are flavor-packed. Mediterranean dishes are especially familiar, and they’re ideally suited to healthcare menus because there are many flavorful, soft, and easy-to-eat choices.

Whole grains. Replace bland white rice with flavorful, nutrient-dense, fiber-rich brown or basmati rice, quinoa, barley, and farro. Prepared with meat stocks and tossed with vegetables, they deliver ramped up flavor and nutrition.

Dark meat. Boneless, skin-on chicken thighs are higher in flavor and pack extra calories often needed with low appetites. They also cost less than wings or breast meat. Grill, fry, or slow-roast and shred for pulled-chicken dishes. Roast turkey-leg and thigh meat is ideal for entrees, pulled-hot turkey sandwiches, and soups.

Seasonal fruits and vegetables. Leverage seasonality to cost-effectively boost flavor and add freshness. Examples: cabbage and apples braised in cider and served with bratwurst in fall and winter; fresh strawberries over shortcake in summer.

Sweets. Enhance the decadence and delectability of desserts. Update peanut butter and chocolate by using dark chocolate and alternate nut butters. Stir roasted persimmons or plums into creamy whole-milk puddings and softened ice creams. Top flans and custards with citrus and chocolate.

EMPLOY FLAVORFUL COOKING TECHNIQUES

Change up cooking and preparation methods to add variety and dramatically enhance food’s flavor.

Braise. Slow-cooking in a small amount of liquid—such as stock or wine—tenderizes flavorful, tougher value cuts of meat and high-fiber vegetables.

Brine. Overnight brining infuses meats—especially white meats—with flavor and moisture. Peppercorns, allspice, coriander, bay leaves, cinnamon, and apple juice or cider are top choices for brines.

Bloom. Gently heat spices in oil or briefly toast them in a dry skillet to deepen and enhance flavors.

Brown meats. This creates a crust that seals in meat’s flavorful juices before roasting.

Caramelize. Slowly sauté onions, or lightly char-grill Romaine lettuce and other greens to concentrate sweetness and deepen color.

Grill. Char-grilling imbues food with intense smokey flavor and yields a rich, caramelized exterior.

Infuse flavor. Aromatic-infused oils and compound butters loaded with herbs, spices, citrus, and even chili paste add a flavor boost that Ludwig says “can take dish from good to great.”

Put plus-one cooking to work. Kick up condiments by adding herbs, seasonings, and other ingredients. Blend regular or Greek yogurt with garlic, fresh herbs, honey, beets, or cucumber for unique sandwich spreads.

Roast. Oven-roasting meats and vegetables—especially root vegetables—yields satisfying comfort food.

Stir things up. Incorporate flavorful add-ins—fresh herbs, garlic, chipotle peppers, compound butters, infused oils, etc.—into dishes such as roasted root vegetable mashes, mashed potatoes, purées, and smoothies.

LAY ON LAYERS OF FLAVOR

The bottom line? “Building flavor layer by layer is a core component of fine cooking,” Ludwig observes.

That’s true for diners everywhere, but, in healthcare foodservice where it’s as much needed as desired, the practice takes on new importance. Just remember: The possibilities are virtually limitless. So be creative and find opportunities to add flavor from start to finish. Those you serve depend on it.
Change is on the menu for healthcare foodservice departments, which are being asked to operate more cost-effectively while delivering additional innovation, flexibility, and health leadership. The Nutrition Services Department at OhioHealth Marion General Hospital has embraced this challenge, making proactive changes that have increased revenues, delighted customers, and furthered the hospital’s mission to improve the health of those it serves.

Marion General Hospital is part of OhioHealth, a family of not-for-profit, faith-based hospitals and healthcare organizations serving patients in central Ohio since 1920. For more than 90 years, Marion General has provided patient-focused care for communities in north-central Ohio. Its quality care programs include an Emergency Department that treats 50,000 patients a year, a Maternity Care center with a Level II Nursery, a multidisciplinary Behavioral Health program, and a nationally recognized Heart and Vascular Care program.

IDENTIFYING HEALTHY CHOICES

The hospital’s leadership in cardiac care helped spur Nutrition Services Department Director Niles Gebele and his staff to pioneer an OhioHealthy program for the hospital cafeteria.

“We developed a color-coded stoplight system for our food,” Gebele says. “Green is good, yellow is OK, and red is an indulgence.”

The labels are used in menus and signage, alongside actual nutrition numbers, to help hospital staff and visitors make better-informed dining decisions. The guidelines are based on recommendations from the American Heart Association, which emphasize lower fat, cholesterol, sodium, and calories.

These recommendations also steered the introduction of a daily OhioHealthy special, which includes a heart-healthy entrée and two sides for just $3.29.

“It’s priced lower than many of our other selections to make it more attractive to customers,” Gebele says. “And the sales are surprisingly good.”

Maybe not that surprising, given the caliber of dishes served. A typical week’s menu might include fiesta chicken with brown rice and a vegetable medley, basil pesto tilapia with parsley potatoes and steamed broccoli, orange crunch chicken with roasted potatoes and spinach, pot roast with fresh mashed potatoes, and chicken cordon bleu with rice pilaf and a vegetable medley.

All OhioHealthy meals contain no more than 500 calories—30 percent or less from fat—as well as just 600 mg. of sodium or less. They’re identified on the menu with a special OhioHealthy logo, enabling customers to quickly and easily identify the “better-for-you” choice each day.

“We haven’t done away with indulgent foods,” Gebele explains. “We still offer burgers and pizzas. We’ve just increased the number of healthy choices available. Our philosophy is to make 70 percent of what we serve a healthy option.”

ADDING OPTIONS

This greater emphasis on healthy foods coincided roughly with a 2013 renovation of the hospital’s Skylighter Café. In addition to freshening up the dining room, the project
reconfigured the serving space to include a feature station where lunch dishes can be prepared and assembled to order.

“Not everything we offer in the feature station is a ‘green’ choice,” Chef Andrea Benson says. “But we offer lots of options so customers can make their meals more or less healthy.”

Whether it’s a salad or panini, mac ‘n’ cheese or lo mein, or any of the other entrees that have been featured, customers are presented with multiple options in ingredients, toppings, dressings, and sauces. The concept has proven to be immensely popular—so much so that, “It’s sometimes a challenge to keep up with volume during peak business at lunch,” Benson says.

That enthusiastic response has helped the Nutrition Services Department reach new sales heights.

“Sales went up after the renovation, as you might expect,” Gebele says. “But they’ve stayed up. We were up 22 percent from August 2013 to August 2014.

The feature station was another step in the evolution of the foodservice program, which began in earnest with Benson’s arrival three years ago.

“We really wanted to up our culinary game,” Gebele says. “It began as a quest to improve our internal catering, but it’s extended to every aspect of our program.”

“A CULINARY APPROACH

Benson, who is a graduate of the Culinary Institute of America, remembers a time when hospitals employing trained chefs were few and far between.

“I moved from fine dining to healthcare 15 years ago, and it was a bit unusual,” she says. “Today, more and more healthcare organizations are realizing the benefits of a chef-driven approach.”

Food presentation—whether it’s the way food is displayed on a plate or in a steam table—is one of those benefits.

“Presentation is everything,” Benson says. “We are really conscious here about executing everything beautifully.”

Creativity is another chef skill—one that may be especially useful when the goal is to squeeze the maximum flavor out of healthy ingredients.

“It can be a challenge to make something taste great with minimum fat, sodium, and sugar,” Benson says. “But it’s a good challenge. I really like working with our dietitians to develop dishes that meet health guidelines. It’s a relationship that doesn’t exist anywhere else in the culinary world.”

“Presentation is everything ... we are really conscious here about executing everything beautifully.”
MORE CHANGES TO COME

Benson and Gebele also are working on several new projects that will further transform the Nutrition Services Department.

“We want to do display cooking at the feature station,” Gebele says. “We’ve got the equipment in place, we’re just looking to add more talent to our team to make sure it’s successful.”

Display cooking might allow the feature station to open during dinner hours. But it won’t be open during third shift.

They’re also adding more technology in the cafeteria. “We’ve always been here during those hours, but the sales don’t really support the manpower,” Gebele concedes. “We found an unmanned system that allows associates to swipe their badges to pay for purchases, so we’re going to add a selection of grab-n-go items in a special section of the cafeteria. We’ll make most of the items fresh and package them with a bar code for scanning by the system.”

Benson, who’s still tinkering with the menu, sees this as a 24/7 service that offers both the convenience of post-shift take-home food and quick and convenient meal nourishment while on the job.

“We may package the day’s entrée,” she says. “We’ll have cold soups available—associates can microwave them in the Café or back at their stations—and we’ll have salads, sandwiches, and other things, too.”

Also in the works is a satellite cafeteria at an outpatient medical facility a half-mile away.

“We just merged with another provider, and we’ll be providing food for their 800-person staff and visitors,” Benson says. “There’s no kitchen there, so we’ll be making everything here and transporting it over, where it can be finished in a turbo-chef oven or induction cooker, if need be.”

MANAGING PEOPLE

All of this is happening while the Nutrition Services Department is transitioning to a room service style patient menu and an electronic diet office that will enable more efficient management of patient information, including diets and allergies.

“There’s definitely a lot going on,” Benson says with a laugh. “I’m spending a lot of time on logistics, figuring out where and how to position people. We don’t need anyone on third shift anymore, but we do need people preparing and packaging grab-and-go items. And we need to reconfigure our patient-feeding processes. It’s a different way of doing things, but it’s still about fundamentals.”

Mastering those fundamentals requires teamwork.

“The staff needs to work together toward a common goal,” Benson says. “Setting that goal and making each person understand how they contribute to the goal is an important part of my job. Someone who’s slicing oranges needs to know that an orange slice might be the ‘first bite back to life’ for a patient—the first food after surgery or illness. That’s a big responsibility—and a big privilege.”

To keep everything on target, Benson describes her role as being “80 percent cheerleader, 20 percent chef.”

“I’m more passionate about this than anything else I’ve done,” she says. “This is a true community hospital, and I feel like our department is making a difference in the community.”

Indeed, the Skylighter Café is open to all members of the community. The local newspaper prints the weekly OhioHealthy menu as well as a list of each day’s à la carte selections. Getting the word out brings business for the operation.

“The second Wednesday of every month, we offer ham loaf,” Gebele says. “It’s not exactly healthy, but it’s a local favorite that brings in community residents.”

It also another source of revenue that can be reinvested into the health-and-nutrition department. That’s helping Gebele and Benson to continue their ambitious change agenda—one fully supported by hospital administration.

All of these changes will help the department better serve its customers while cutting costs and increasing revenues. And that, maintains Gebele, is a great way to justify continued self-operation. □
Introducing 50% Lower Sodium Applewood Smoked Bacon!*
Contains only 170mg sodium per serving!**

See page 34 for more information.
As the healthcare industry continues to focus on controlling costs and improving the bottom line, catering can provide additional sales-building opportunities in healthcare centers.

Healthcare catering offers benefits for both acute-care and senior-living centers. Within these segments are two sub-categories, internal and external catering.

INTERNAL CATERING OPPORTUNITIES

Internal catering—which serves staff, patients, and/or residents—is the easiest and most common form of catering for healthcare operators.

At the Spectrum Health Network in greater Grand Rapids, Michigan, internal catering is used for departmental meetings, open houses, retirement parties, baby showers, events celebrating new buildings, and more.

“Our primary goal is patient safety and satisfaction, so we choose to keep everything internal in order to maintain this focus,” says Tessa Langeland, Catering Specialist at Spectrum Health’s Blodgett Campus.

Internal catering also has an important role in the culture-change movement, as it gives residents a way to entertain in a very personal way “at home.”

“The idea is to allow residents to do anything they would be able to do at home,” says Gordon Food Service® Healthcare Marketing Manager Dana Fillmore, RD, CP-FS. “If a patient wants to throw a baby shower, why can’t they? Offering internal catering makes it much easier to host families for holiday meals, throw a shower for a niece, or bring friends together for a social gathering.”

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Consider what existing resources and tools can be leveraged to assist with building revenue and profitability.

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Recommended dishes for healthcare catering

- Grilled or roasted meats, especially with a sauce that holds in moisture.
- Braised dishes.
- Pastas.
- Casseroles.
- Hearty bean, whole-grain, and legume dishes.
- Take-and-bake, or take-and-reheat dishes.
- Roasted vegetables.
- Salads.
- Sandwiches.
- Sturdy desserts.

Not recommended

- Breaded items.
- Delicate fish dishes.
- Highly perishable foods.
- Fragile desserts.
- Fragile vegetables that don’t hold well (e.g., asparagus).
FEATURE: CATERING TO NEW OPPORTUNITIES

EXTERNAL CATERING OPPORTUNITIES

While internal catering might often be the first step taken, external catering also offers an opportunity to expand healthcare-foodservice operations. External catering opportunities can be as simple as advertising community rooms for local groups, hosting meetings catered by your center, providing dinner to the local Red Hat Society, or takeaway catering picked up by customers.

External catering can bring a range of value-added opportunities to the community. For example, if the American Heart Association hosts a banquet where many attendees have specific meal requirements, catering from a restaurant or catering company might provide a delicious menu—but no guarantee that the food will comply with diners’ requirements. With catering from an acute-care or senior-living community, the dishes can be more flexible. Healthcare foodservice operators may be better suited to serving meals that meet the dietary requirements of each diner.

The Chicago-based research firm Technomic Inc.’s most recent study on the B2B catering market, Large Orders Off-Premise, revealed an $18.5 million opportunity. The report also indicated significant potential for an alternate revenue stream for foodservice operators. Prime catering opportunities, such as large orders from medical offices, enable healthcare-foodservice operators to build their business.

Certain culinary considerations are necessary when developing catering menu options for healthcare locations.

These include what foods should be placed on the menu, what travels well, and what meets the special needs of patients, residents, and visitors.

In the cost-cutting, eye-on-the-bottom-line world of healthcare, it’s also important to consider what resources and tools can be leveraged to assist with building revenue and profitability. Catering provides the chance for kitchen space, equipment, and staff to be cross-utilized without additional expenditures.

Fillmore recommends looking at the dollars and cents of the catering operation: “Make sure you’re charging correctly. Are you accounting for all of your expenses?”

While food and beverage costs may help determine the total cost for external or internal catering events, she reminds operators not to overlook labor costs, especially when opening an operation up to external catering.

When external catering means off-site catering, being prepared to handle many demands is key. If your hospital or senior-living community operates multiple locations, you may already have trucks or vans to help transport catered meals to various locations, in addition to the staff that’s necessary to ensure your operation runs smoothly.

Technomic reports that food quality and freshness are the most critical drivers in consumers’ selection of a catering vendor; for healthcare facilities, food safety is of the utmost importance. Always follow strict food-safety procedures when catering on- or off-site. Follow these tips, Fillmore says, to ensure that foods are kept safe while being transported. These tips can help prevent the growth of potentially harmful bacteria:

Cool hot food that will be reheated.
- Cool potentially hazardous foods from 135°F to 70°F within two hours, and from 70°F to 41°F within four hours (six hours total).
- Chill food to below 41°F before transport.
- Divide large batches of food into smaller ones, place them in small metal pans in the refrigerator, freezer, or an ice-water bath, and stir often to dissipate heat.

Transportation.
- Make sure transporters are clean and rust-free, and that food containers are sanitized and sealed.
- Preheat or pre-chill transporters according to the manufacturer’s instructions before loading.
- For food, use shallow pans (2-2½ inches deep) with fitted lids.
- Document adequate temperature/humidity controls for all perishable and potentially hazardous foods.
- Pack hot and cold items separately.
- Document food temperature on arrival.

Food-safety guidelines require foods to remain covered.
FEATURE: CATERING TO NEW OPPORTUNITIES

until the dish is served to a patient or resident. Follow this practice, Fillmore advises, when serving catering customers, as well, both on- and off-site.

PROMOTING CATERING SERVICES

Promoting catering services is just as important for healthcare operators as it is for restaurants.

“We primarily use word-of-mouth for catering services,” says Theresa DeWit, Catering Coordinator at Spectrum Health’s Butterworth campus.

“We are working with our system communication and marketing team to produce paper marketing materials to expand our services throughout the hospital. Our goal for the catering department is to provide quality food and beverages at competitive pricing.”

Promoting catering services to patients/residents and employees is just as important. By cross-promoting catering services on lunchtime menus, hanging signs in cafeterias and employee lounges, or creating table tents, you can provide increased visibility for catering services, which helps drive sales and more opportunities.

Holidays offer especially good opportunities for promoting catering services within your operation and the community. In addition, holiday menus give your chefs an opportunity to show off their creativity. Moreover, they can help you target new markets. Create holiday menus that help residents entertain their families, and offer catering that is a convenience to employees and local residents. Remember, even little touches, such as offering colored eggs for Easter, can lift a resident’s spirits. Whatever you add to your holiday menus, be sure to keep dietary restrictions in mind.

“A DELICIOUS OPPORTUNITY OVERALL

As healthcare providers continue to look for ways to control costs and increase profitability, catering offers the potential to bring in revenue. Such revenue can be generated by providing a valuable service. In turn, those profits can be reinvested into improving patient and resident care and the quality of meals served.

The bottom line is that catering can offer revenue generation in a time when costs and return on investment are on the minds of all healthcare-foodservice operators.

“Bumping up your bottom line with catering is a smart idea,” Fillmore says.

For More Information

Ask your Gordon Food Service Customer Development Specialist how user-friendly, customizable templates from LTO Direct™ can help you create branded, limited-time offer (LTO) signage, table tents, comment cards, and other marketing materials that can build catering sales.
Mealtimes are often the high points of the day for patients and residents. But, for those with special needs, dining is challenging. Enhance their dining experience by going the extra mile. These practices, suggests Corinne Inchauste, Certified Dietary Manager and Certified Food-Protection Professional for Grand Rapids, Michigan-based Spectrum Health Rehab and Nursing Center, can help.

**Be observant.** Who’s losing weight? Who’s struggling? What’s the cause? What’s eaten? What’s discarded?

**Collaborate.** Confer with nurses. Ask a speech therapist about transitioning a brain-injured patient to low-stimulation dining. Seek suggestions from occupational therapists about matching up utensils to diners.

**Form relationships.** According to Minnesota-based culture-change advocate Linda Bump, RD, “Relationships are the key to quality caregiving, and quality service in dining.” Moreover, relationships provide context for distinguishing a bad day from a genuine decline.

**Engage with diners.** “Talk to residents, even if they have dementia (though not end-stage),” Inchauste advises. “Ask what they think. Speak slowly. Use simple terms.”

**Involve family.** If a diner struggles, but resists help, confer with family. “Usually you can get them to see what you see,” Inchauste says.

**Gear Up.** Scoop plates, divided plates, double-handled soup cups, spoons that Velcro to the hand, small tulip bowls for getting food to the mouth, and nosey cups all facilitate eating. Even common commercial items—squeeze bottles versus hard-to-open individual condiment packets—improve the dining experience.

But, Inchauste cautions, be prepared for resistance.

“I thought a scoop plate would be good for one man with a brain injury,” she recalls. But his table buddy doesn’t use one, so he said he wants what everybody else has. But he’s eating, so we put an extra clothing protector on his lap and encourage him to eat more finger food.”

**Be creative.** “Sometimes we invent things like cutting little tubes that attach to a spoon, fork, or knife to make those things bend,” Inchauste notes.

**Lend a hand.** Ask diners if they’d like assistance. Get them (especially Alzheimer’s or Parkinson’s patients) started by helping them grasp a utensil, handing them food, or unfolding hands from beneath a clothing protector. Make sure diners’ legs are down and that they’re sitting in the proper position at the table. Use the clock system to guide the visually impaired to how their food is plated. Offer a warm washcloth before and after meals.

**Emphasize nutrition.** Train nurses and servers to suggest the most nutritious options or to select them when filling orders from buffets. This is crucial, Inchauste says, because it maximizes calorie intake while reducing the amount of food special-needs diners must handle. Make sure staff knows how to pack calories into every bite with extra sugar, pats of butter, generous servings of gravy, and whole-milk dairy selections, etc. Have them select high-protein items when they see signs of skin breakdown.

**Rethink menus.** Enhancing flavor and texture at every feeding level entices special-needs diners to make the effort to eat. Mold purees into regular-food shapes. Finely chopping vegetables, thinly slicing meats, and cooking both longer makes moist-ground and mechanical-soft diets more appealing. Serve easy-to-eat finger foods. Add soft, colorful garnishes (e.g., cranberry sauce) to boost eye appeal.

**Safeguard dignity.** Never use terms such as “bib” or “feeder.” Ask “residents who require assistance with eating” if they’d like a “clothing protector”—never impose one on them. Don’t make assumptions.

“Ask, ‘What would you like me to do for you?’” Inchauste advises. “Some will say I’m perfectly able,” but check back. Offer help if they’re not making progress. Do a lot of sweet talking because people usually want help, but have trouble admitting it.”

**Train for special needs.** Cover special-needs dining at orientation and in-services.
Healthy, hearty, and succulent are all wrapped up together in this winter package of delicious meals. Play to the senses with comfort foods and boldly seasoned, richly topped, melty inspirations that smell, look, and taste so good your diners will crave them again and again.
### Chicken Mushroom Panini

Yield: 24 10-oz. servings  
Recipe Manager code: sand446

<table>
<thead>
<tr>
<th>REORDER NO.</th>
<th>DESCRIPTION</th>
<th>AMOUNT</th>
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<tbody>
<tr>
<td>231053</td>
<td>GFS® Wheat Bread, Loaf, ½” sliced</td>
<td>48 ct.</td>
</tr>
<tr>
<td>405170</td>
<td>GFS Canola Oil Pan Coating Spray</td>
<td>¼ oz.</td>
</tr>
<tr>
<td>432050</td>
<td>Primo Gusto® Extra Virgin Olive Oil</td>
<td>1¾ c.</td>
</tr>
<tr>
<td>290572</td>
<td>GFS Pulled Chicken, 60% white, 40% dark, large, cooked</td>
<td>4½ lb.</td>
</tr>
<tr>
<td>864447</td>
<td>Baby Cremini Mushrooms, sliced</td>
<td>3 lb.</td>
</tr>
<tr>
<td>588381</td>
<td>Markon® Roma Tomatoes, diced</td>
<td>1½ lb.</td>
</tr>
<tr>
<td>516309</td>
<td>Hearthstone® Roasted Chicken Gravy</td>
<td>1½ c.</td>
</tr>
<tr>
<td>181262</td>
<td>Pepper Mill® Fat Free Italian Dressing</td>
<td>1½ c.</td>
</tr>
<tr>
<td>570745</td>
<td>Markon Tarragon, trimmed, leaves torn</td>
<td>½ oz.</td>
</tr>
<tr>
<td>679631</td>
<td>GFS Aged Cheddar Cheese</td>
<td>1½ lb.</td>
</tr>
<tr>
<td>424307</td>
<td>Kosher Salt</td>
<td>to taste</td>
</tr>
<tr>
<td>225037</td>
<td>Trade East® Ground Black Pepper</td>
<td>to taste</td>
</tr>
</tbody>
</table>

### PREPARATION INSTRUCTIONS

Wash hands. Wash all fresh, unpackaged produce under running water. Drain well.  

1] Spray one side of 2 pieces of bread with pan spray. Place the sprayed side down on a heated griddle or grill. Cook on one side until golden-brown.  
2] Heat ½ Tbsp. of olive oil in a nonstick sauté pan.  
3] Add 3 oz. of chicken and 2 oz. of mushrooms and sauté until warm. Add 1 oz. of tomatoes, 1 Tbsp. of chicken gravy, 1 Tbsp. of Italian dressing, and ¼ tsp. of tarragon. Toss pan over medium heat until hot.  
4] Spread mixture onto untoasted side of bread slice. Top with 1 oz. of cheese and place under a heated salamander or broiler to melt.  
5] Top with second slice of bread, toasted-side up. Slice sandwich diagonally and serve on a warmed serving plate.

### NUTRITIONAL INFO (per serving)

- Calories: 615
- Fat: 31 g.
- Sodium: 800 mg.
- Carbohydrates: 48 g.
- Protein: 41 g.

Typical Cost per Portion: $2.00
**Milanese Vegetable Medley**

Yield: 24 8-oz. servings  
Recipe Manager code: side231

<table>
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<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>432050</td>
<td>Primo Gusto® Extra Virgin Olive Oil</td>
<td>1½ c.</td>
</tr>
<tr>
<td>596973</td>
<td>Jumbo Red Onions, sliced thin widthwise</td>
<td>1½ lb.</td>
</tr>
<tr>
<td>424307</td>
<td>Kosher Salt</td>
<td>to taste</td>
</tr>
<tr>
<td>225037</td>
<td>Trade East® Ground Black Pepper</td>
<td>to taste</td>
</tr>
<tr>
<td>164100</td>
<td>Malibu Vegetable Blend, thawed</td>
<td>9 lb.</td>
</tr>
<tr>
<td>565148</td>
<td>Trade East Garden Seasoning</td>
<td>1¼ c.</td>
</tr>
<tr>
<td>164143</td>
<td>Blue Cheese Crumbles</td>
<td>12 oz.</td>
</tr>
</tbody>
</table>

Recipe: Crunchy Milanese Breadcrumbs 12 oz.

**PREPARATION INSTRUCTIONS**

Wash hands. Wash all fresh, unpackaged produce under running water. Drain well. 1] Warm 1 Tbsp. of olive oil in a heated, nonstick sauté pan. Add 1 oz. red onions and sauté over high heat until caramelized and warmed through. Season to taste with salt and pepper. 2] Add 6 oz. of vegetable medley to the sauté pan. Toss over high heat until caramelized and warmed through. Add ½ tsp. of Garden Seasoning and season to taste with salt and pepper. 3] Place vegetables in the center of a warmed serving plate. Place the onions on top of the vegetables. Top with ½ oz. of blue cheese. Place under a heated salamander or broiler to melt before topping with 1 Tbsp. of Crunchy Milanese Breadcrumbs.

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**Crunchy Milanese Breadcrumbs**

Yield: 4½ lb.  
Recipe Manager code: rcomp385

<table>
<thead>
<tr>
<th>REORDER NO.</th>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>175671</td>
<td>GFS® Finely Ground Unseasoned Breadcrumbs</td>
<td>2 lb.</td>
</tr>
<tr>
<td>164259</td>
<td>Primo Gusto Parmesan Cheese, grated</td>
<td>2 lb.</td>
</tr>
<tr>
<td>197947</td>
<td>140 Count Fancy Lemons, zested and chopped</td>
<td>2 Tbsp.</td>
</tr>
<tr>
<td>138300</td>
<td>Trade East Granulated Onion Spice</td>
<td>2 Tbsp.</td>
</tr>
<tr>
<td>513881</td>
<td>Trade East Granulated Garlic Spice</td>
<td>2 Tbsp.</td>
</tr>
<tr>
<td>562769</td>
<td>Markon® Italian Parsley, finely chopped</td>
<td>2 Tbsp.</td>
</tr>
<tr>
<td>432050</td>
<td>Primo Gusto Extra Virgin Olive Oil</td>
<td>2 oz.</td>
</tr>
<tr>
<td>424307</td>
<td>Kosher Salt</td>
<td>to taste</td>
</tr>
<tr>
<td>225037</td>
<td>Trade East Ground Black Pepper</td>
<td>to taste</td>
</tr>
</tbody>
</table>

**PREPARATION INSTRUCTIONS**

Wash hands. Wash all fresh, unpackaged produce under running water. Drain well. 1] Bake breadcrumbs on a parchment-lined sheet pan at 350°F until golden-brown. Let cool. 2] Combine breadcrumbs, Parmesan cheese, lemon zest, granulated onion and garlic, and parsley in a mixing bowl. Mix thoroughly. 3] Drizzle with olive oil and mix. Season to taste with salt and pepper. Cover, label, date, and refrigerate for future service. CCP: Refrigerate at 41°F or below.
### Chicken and Herb Dumplings

**Yield:** 16 8-oz. servings  
**Recipe Manager code:** chicken077

<table>
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<tr>
<th>REORDER NO.</th>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>413230</td>
<td>GFS® Complete Butter Flake Biscuit Mix</td>
<td>5 c.</td>
</tr>
<tr>
<td>504602</td>
<td>2% Milk</td>
<td>5 c.</td>
</tr>
<tr>
<td>562769</td>
<td>Markon® Italian Parsley, finely chopped</td>
<td>2 Tbsp.</td>
</tr>
<tr>
<td>562726</td>
<td>Markon Thyme</td>
<td>1 Tbsp.</td>
</tr>
<tr>
<td>432050</td>
<td>Primo Gusto® Extra Virgin Olive Oil</td>
<td>1 oz.</td>
</tr>
<tr>
<td>570109</td>
<td>Markon Jumbo Spanish Onions, finely diced</td>
<td>12 oz.</td>
</tr>
<tr>
<td>322164</td>
<td>Chopped Garlic</td>
<td>1 Tbsp.</td>
</tr>
<tr>
<td>516309</td>
<td>Hearthstone® Roasted Chicken Gravy</td>
<td>49 oz.</td>
</tr>
<tr>
<td>446661</td>
<td>Dijon Mustard</td>
<td>2 Tbsp.</td>
</tr>
<tr>
<td>164259</td>
<td>Primo Gusto Parmesan Cheese</td>
<td>6 oz.</td>
</tr>
<tr>
<td>164143</td>
<td>Blue Cheese Crumbles</td>
<td>4 oz.</td>
</tr>
<tr>
<td>290572</td>
<td>GFS Pulled Chicken, thawed</td>
<td>2 lb.</td>
</tr>
<tr>
<td>424307</td>
<td>Kosher Salt</td>
<td>to taste</td>
</tr>
<tr>
<td>225037</td>
<td>Trade East® Ground Black Pepper</td>
<td>to taste</td>
</tr>
<tr>
<td>119393</td>
<td>GFS 5-Way Mixed Vegetables, thawed</td>
<td>2 lb.</td>
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</table>

**PREPARATION INSTRUCTIONS**

Wash hands. Wash all fresh, unpackaged produce under running water. Drain well.

1] Combine biscuit mix, 2 c. milk, 1 Tbsp. parsley, and thyme in the stainless-steel bowl of an electric mixer fitted with a paddle attachment and mix on low speed until blended.

2] Heat olive oil in a heated, nonreactive rondeau. Sauté onions and garlic until onions are translucent. Add chicken gravy, the remaining 3 c. milk, and mustard and bring to a simmer. Simmer 1 to 2 minutes, stirring frequently.

Add Parmesan and blue cheese. Stir until melted, 1 to 2 minutes.

3] Add pulled chicken and simmer 1 to 2 minutes. Season to taste with salt and pepper.

Using a #40 orchid disher, place 16 level scoops of dumpling dough on top of the simmering chicken gravy, ensuring the dumplings are not touching. Cover the rondeau and simmer over low heat until dumplings are cooked through, 20 to 30 minutes.

4] Remove dumplings. Cover and keep warm. Add vegetables and simmer 2 to 3 minutes or until vegetables are thoroughly cooked. Let cool. Cover, label, date, and refrigerate for future service. **CCP:** Refrigerate at 4°F, or below.

**TO PREPARE À LA CARTE:**

Wash hands. Place 6 oz. of Dijon chicken gravy on a warmed serving plate. Place a warmed dumpling on top of the gravy in the center of the plate. Top with ¼ tsp. of chopped parsley.

### NUTRITIONAL INFO (per serving)

- Calories: 418
- Fat: 17 g.
- Sodium: 1,040 mg.
- Carbohydrates: 38 g.
- Protein: 30 g.

**Typical Cost per Portion:** $1.50
NUTRITIONAL INFO (per serving)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
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<tbody>
<tr>
<td>Calories</td>
<td>233</td>
</tr>
<tr>
<td>Fat</td>
<td>5 g.</td>
</tr>
<tr>
<td>Sodium</td>
<td>1,030 mg.</td>
</tr>
<tr>
<td>Carbohydrates</td>
<td>21 g.</td>
</tr>
<tr>
<td>Protein</td>
<td>25 g.</td>
</tr>
</tbody>
</table>

Typical Cost per Portion: $2.00
IN THE KITCHEN: RECIPES

Cumin-Scented Salmon

Yield: 24 8-oz. servings    Recipe Manager code: seafood129

<table>
<thead>
<tr>
<th>REORDER NO.</th>
<th>DESCRIPTION</th>
<th>AMOUNT</th>
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<tbody>
<tr>
<td>246506</td>
<td>Teriyaki Sauce</td>
<td>2 c.</td>
</tr>
<tr>
<td>589741</td>
<td>Harvest Valley® 100% Apple Juice</td>
<td>1 c.</td>
</tr>
<tr>
<td>273945</td>
<td>Trade East® Ground Cumin Seed</td>
<td>1½ tsp.</td>
</tr>
<tr>
<td>138300</td>
<td>Trade East Granulated Onion</td>
<td>1½ tsp.</td>
</tr>
<tr>
<td>513881</td>
<td>Trade East Granulated Garlic</td>
<td>1½ tsp.</td>
</tr>
<tr>
<td>745341</td>
<td>Alaskan Keta Salmon Portions</td>
<td>24 ct.</td>
</tr>
<tr>
<td>Recipe</td>
<td>Island Fried Rice</td>
<td>4½ lb.</td>
</tr>
<tr>
<td>Recipe</td>
<td>Fresh Fruit Salsa</td>
<td>2¼ lb.</td>
</tr>
</tbody>
</table>

PREPARATION INSTRUCTIONS

Wash hands. 1) Whisk teriyaki sauce, apple juice, cumin, and granulated onion and garlic spice together. Evenly divide into two 2” full hotel pans. 2) Place 12 salmon fillets in each pan, skin-side up. Cover and refrigerate. Marinate 3 to 4 hours. CCP: Refrigerate at 41°F, or below.

TO PREPARE À LA CARTE:

Wash hands. 1) Place salmon on a heated char-grill or broiler. Cook on both sides until cooked through. CCP: Final internal cooking temperature must reach a minimum of 145°F, held for a minimum of 15 seconds. 2) Place 3 oz. of warmed rice in a mound in the center of a warmed serving plate. Layer salmon fillet on top of rice and top with 1½ oz. of fruit salsa.

Island Fried Rice

Yield: 8 lb.    Recipe Manager code: side042

<table>
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<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>269433</td>
<td>Long Grain Rice Pilaf</td>
<td>2½ lb.</td>
</tr>
<tr>
<td>292702</td>
<td>GFS® Clear Vegetable Salad Oil</td>
<td>2 oz.</td>
</tr>
<tr>
<td>109620</td>
<td>Jumbo Spanish Onions, finely diced</td>
<td>8 oz.</td>
</tr>
<tr>
<td>198757</td>
<td>Markon® Large Green Peppers, finely diced</td>
<td>8 oz.</td>
</tr>
<tr>
<td>557714</td>
<td>Gran Sazón® Black Beans</td>
<td>1½ lb.</td>
</tr>
<tr>
<td>655244</td>
<td>Trade East Jamaican Jerk Seasoning</td>
<td>2 tsp.</td>
</tr>
<tr>
<td>424307</td>
<td>Kosher Salt</td>
<td>to taste</td>
</tr>
<tr>
<td>225037</td>
<td>Trade East Ground Black Pepper</td>
<td>to taste</td>
</tr>
</tbody>
</table>

PREPARATION INSTRUCTIONS

Wash hands. Wash all fresh, unpackaged produce under running water. Drain well. 1) Prepare rice per package instructions. 2) Heat oil in a nonreactive rondeau. Add onions and peppers and sauté until tender. 3) Add black beans and prepared pilaf. Mix thoroughly. Cook 2 to 3 minutes, or until hot. 4) Season with Jamaican jerk seasoning. Add salt and pepper to taste. CCP: Refrigerate at 41°F, or below.

Fresh Fruit Salsa

Yield: 48 oz.    Recipe Manager code: side232

<table>
<thead>
<tr>
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<th>DESCRIPTION</th>
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<tr>
<td>728489</td>
<td>Fresh Pineapple</td>
<td>1 ct.</td>
</tr>
<tr>
<td>412201</td>
<td>Fresh Cantaloupe Melon</td>
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<tr>
<td>405170</td>
<td>GFS Canola Oil Pan Coating Spray</td>
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<tr>
<td>321141</td>
<td>Large Red Peppers, finely diced</td>
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<tr>
<td>596981</td>
<td>Markon Green Onions, finely sliced on the bias</td>
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<tr>
<td>303186</td>
<td>Fresh Jalapeño Peppers, seeded and minced</td>
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<tr>
<td>314641</td>
<td>GFS Light Brown Sugar</td>
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<tr>
<td>197963</td>
<td>Limes, juiced</td>
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<td>219550</td>
<td>Markon Cilantro, finely chopped</td>
<td>3 Tbsp.</td>
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<tr>
<td>424307</td>
<td>Kosher Salt</td>
<td>to taste</td>
</tr>
<tr>
<td>225037</td>
<td>Trade East Ground Black Pepper</td>
<td>to taste</td>
</tr>
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PREPARATION INSTRUCTIONS

Wash hands. Wash all fresh, unpackaged produce under running water. Drain well. 1) Peel and trim pineapple and cantaloupe. Slice lengthwise into ¼” thick strips. Spray on one side with pan spray. 2) Brown one side of fruit on a heated char-grill or broiler. Place on a parchment-lined sheet pan in a single layer to cool before dicing. 3) Place fruit, red pepper, green onions, jalapeño, brown sugar, lime juice, and cilantro in a stainless-steel mixing bowl. Mix thoroughly. Season to taste with salt and pepper. Cover, label, date, and refrigerate for future service. CCP: Refrigerate at 41°F, or below.
**Pork Chop Stack**

**Preparation Instructions**

Wash hands. Wash all fresh, unpackaged produce under running water. Drain well.

1. Brush both sides of pork chops with olive oil and place on a heated flat griddle or grill. Cook on both sides until cooked through. Cover, label, and date for future service. CCP: Final internal cooking temperature must reach a minimum of 145°F, held for a minimum of 15 seconds.

2. Heat 1 oz. olive oil. Add red onions and garlic. Sauté until onions are tender. Add spinach and sauté until hot. Season to taste with salt and pepper. Let cool.

3. Shingle two 1-oz. slices of zesty charred tomatoes on top of the pork. Layer 1 oz. each of ham and spinach on top of the tomatoes. Cover, label, date, and refrigerate for future service. CCP: Refrigerate at 41°F, or below.

**To Prepare À la Carte:**

Wash hands. 1] Place pork chop stack on an oiled metal baking pan. Sprinkle ½ oz. of cheese on top of the spinach. Cook in a 350°F convection oven until warmed through. CCP: Final internal cooking temperature must reach a minimum of 165°F within 2 hours. 2] Ladle 1½ oz. of warmed red pepper gravy on a warmed serving plate. Place pork chop on top of sauce.

---

**Zesty Charred Tomatoes**

**Preparation Instructions**

Wash hands. Wash all fresh, unpackaged produce under running water. Drain well. 1] Slice tomatoes into 1 oz. slices. 2] Sprinkle one side of the tomato slices with Zesty Country Seasoning. Season to taste with salt and pepper. 3] Place oil on a heated flat griddle or grill, as needed. Grill seasoned-side down on the hottest part of the grill until the surface is charred. 4] Place on a parchment-lined sheet pan in a single layer, charred-side up. Let cool. Cover, label, date, and refrigerate for future service. CCP: Refrigerate at 41°F, or below.

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**Red Pepper Pork Gravy**

**Preparation Instructions**

Wash hands. Wash all fresh, unpackaged produce under running water. Drain well. 1] Heat olive oil and sauté onions and garlic until onions are translucent. Let cool. 2] Place onions, garlic, and red pepper in a blender. Purée until smooth. Add pork gravy, red pepper mixture, and Dijon mustard in a nonstick sauce pot. Bring to a boil. Simmer 2 to 3 minutes, stirring frequently. 3] Let cool. Cover, label, date, and refrigerate for future service. CCP: Refrigerate at 41°F, or below.
Cremini Mushroom Soup

Yield: 36 6-oz. servings Recipe Manager code: soup025

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<td>GF® Bleached All-Purpose Flour</td>
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<td>432050</td>
<td>Primo Gusto® Extra Virgin Olive Oil</td>
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<td>109620</td>
<td>Jumbo Spanish Onions, finely diced</td>
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<td>322164</td>
<td>Chopped Garlic</td>
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<td>512109</td>
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<td>164143</td>
<td>Blue Cheese Crumbles</td>
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<td>439606</td>
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<td>864447</td>
<td>Baby Cremini Mushrooms, sliced</td>
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<td>Markon® Jumbo Carrots, julienned on a mandoline</td>
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<tr>
<td>534331</td>
<td>Low-Fat Sour Cream</td>
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</tr>
<tr>
<td>562696</td>
<td>Markon Chives, finely sliced</td>
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PREPARATION INSTRUCTIONS

Wash hands. Wash all fresh, unpackaged produce under running water. Drain well. 1] Place 1 c. water and flour in a stainless-steel mixing bowl and whisk until smooth. 2] Heat olive oil in a soup pot. Add onions and garlic and sauté until onions are translucent. Add 1 gal. of water, milk, blue cheese, and chicken base. Bring to a boil. Stir until cheese and base have dissolved. 3] Add mushrooms and simmer until slightly soft. Slowly pour flour mixture into soup, whisking continuously. Cook until thickened to desired consistency. Add carrots and red peppers and simmer 1 to 2 minutes. Season to taste with salt and pepper. 4] Cool immediately in an ice bath. CCP: Product must be cooled from 135°F to 70°F within 2 hours, and from 70°F to 41°F or less within 4 additional hours. Cover, label, date, and refrigerate for future service. CCP: Refrigerate at 41°F, or below.

TO PREPARE À LA CARTE:

Wash hands. Wash all fresh, unpackaged produce under running water. Drain well. 1] Place 6 oz. of soup in a nonstick pan and bring to a boil. Simmer for 1 minute before placing soup in a warmed soup bowl. Top with 1 Tbsp. of sour cream and ½ tsp. of chives.

NUTRITIONAL INFO (per serving)

Calories: .................................................................97
Fat: ................................................................. 4.5 g.
Sodium: ............................................................. 360 mg.
Carbohydrates: .................................................. 11 g.
Protein: ................................................................. 4 g.

Typical Cost per Portion: .................. $0.75
Healthcare providers are seeing more newly insured patients. According to a recent government report, more than 10 million adults who previously had no health insurance have gained some form of coverage since the Patient Protection and Affordable Care Act’s inaugural open-enrollment period last year. This has meant healthier margins for many major health systems. This trend is expected to continue as at least 40 states are planning to increase Medicaid rates for this year. Some providers are reporting that the influx of new patients is driving up supply and labor costs, emphasizing the continued need for expense control and operational efficiencies.

Also changing things up is new government funding support that encourages providers to offer more Home and Community Based Services. Two examples are the recent implementation of the Improving Medicare Post-Acute Care Transformation (IMPACT) Act of 2014 and the introductions of programs such as P.A.C.E. (Programs for All-Inclusive Care of the Elderly) which help providers offer efficient care delivery for the elderly who live in the community.

With an emphasis on home-based and community-based care, providers are looking to see what effect that will have on inpatient/outpatient mix and overall net profits.

ROI BOOSTS FROM FOOD AND NUTRITION-SERVICES DEPARTMENTS

Will we see a continued decline in inpatient numbers for hospitals? Will independent-living and assisted-living continue to grow faster than skilled care, with “aging in place” as the focal point? Experts say yes, but that’s only a crystal-ball prediction. These possible changes, among many other unknowns, are keeping healthcare executives thinking outside the box for long-term growth strategy and cost controls.

Many healthcare systems are recognizing a significant return on investment (ROI) both in terms of dollars and quality of care by tapping more extensively into the expertise of their culinary and nutrition experts.

Hospital, senior-living, and community-based care organizations are offering creative services such as cooking classes, nutrition education, outpatient counseling, and even gardening classes. Boosting catering services, adding retail-foodservice settings and increasing traffic at existing ones, along with increasing the amount brought in per retail transaction, can significantly augment revenue and overall profitability.

Care transition is another area of focus that can benefit from enhanced emphasis on nutrition and access to well-balanced meals. Food and Nutrition Services departments can help improve quality of care in the lives of patients and residents by creating mealtime experiences that are satisfying and that meet nutrition and hydration goals. Encourage patients and residents to eat by offering appealing menu selections served in an inviting dining setting and watch as flavor and ambiance improve appetites, attitudes, and health.

Given today’s increased focus on population-health management, improved quality of care, and cost controls, the Food and Nutrition-Services departments are ideally suited to stepping up to the plate to provide value in all segments of healthcare.

ENVIRONMENTAL SERVICES TO THE RESCUE

Pathogen-control is key to stopping the spread of infection. Today, with so many emerging pathogens such as Enterovirus-D68 (EV-D68) and the Ebola virus, we must depend upon Environmental-Services experts to assure use of appropriate sanitation and disinfection to help reduce the spread of infection. Currently, no disinfectants on the market in the United States make an Ebola or EV-D68 kill claim. Until the Centers for Disease Control (CDC) and the Environmental Protection Agency (EPA) are able to test products on those viruses, the CDC recommends using EPA-registered disinfectants that have nonenveloped-virus (e.g., Norovirus) claims, as they may help control the spread. And, as always, proper hand-hygiene is a primary preventive measure in limiting the spread of infection.

For more information on EV-D68 and Ebola, go to cdc.gov/vhf/ebolacdc.gov/non-polio-enterovirus/about/ev-d68.html

For more information about sanitation and disinfection practices, go to Gordon Experience > Resources > Foodservice Training Topics > Cleaning and Sanitation.

Ask your Customer Development Specialist for more information about our full line of sanitation and disinfectant products.
Q. What’s the difference between probiotics and prebiotics?

A: In simple terms, probiotics are live organisms that help promote healthy bacteria and kill toxins in your gastrointestinal (GI) tract. Probiotics also have been shown to boost the immune system, decrease allergies, and reduce complications with irritable-bowel syndrome and inflammatory-bowel disease. Moreover, they can aid in reducing diarrhea and improving digestion for those who are lactose intolerant.

Probiotics are found in fermented foods, such as sauerkraut, that have undergone a chemical reaction that creates enzymes and strains of probiotics. Pasteurization actually destroys probiotics, but, as awareness of probiotics’ health benefits has grown, manufacturers have been adding them back in.

**Probiotic foods:**
- Yogurt
- Kefir
- Sauerkraut
- Kimchee

*Note: Researchers haven’t yet established recommendations for serving sizes that would allow people to experience probiotics’ positive effects.

Prebiotics are substances that fuel probiotics. They have many benefits, including increased mineral absorption by decreasing the pH within the colon, which helps decrease harmful bacteria. Prebiotics also have been shown to decrease cholesterol levels, relieve constipation, and reduce the risk of colon cancer.

**Prebiotic foods:**
- Raw onion
- Raw leek
- Raw asparagus
- Bananas
- Oatmeal
- Legumes
- Raw wheat bran

So far, the health benefits offered by probiotics and prebiotics have been positive, and researchers are continuing to gather information about the type and dose of bacteria that’s most effective, as well as the efficacy of both probiotics and prebiotics over an extended period of time.

Q. What are some preventive measures for urinary-tract infections (UTIs)?

A: Train staff to be on the lookout for patients/residents who may be susceptible to UTIs so they can take action to head them off.

**Decreased fluid intake.** As we age, our thirst mechanism decreases, which can result in decreased fluid intake. Some people will not drink as much for fear of incontinence or not wanting (or being able) to get up to use the restroom. Additionally, a physician may order restricted fluid intake for those with certain medical conditions or those taking certain medications.

**PREVENTING UTIs**

**Push fluids.** Find out what beverage a senior likes to drink and encourage him or her to drink that beverage frequently. Often, seniors do better with small amounts of fluid periodically throughout the day instead of one large serving. Sometimes, because of seniors’ decreased cognition and/or thirst mechanism, you must remind them to drink fluids.

**Use a hydration cart.** Consider scheduled rounds with a hydration cart, offering various beverages and/or hydrating foods. Slushies and popsicles are a great way to increase fluids and are a fun addition to a hydration cart.

**Offer cranberry supplements:** Cranberries are often used to prevent UTIs. While cranberries don’t work for everyone, research has shown that they can prevent bacteria from sticking to the walls of the urinary tract and help prevent UTIs. Keep in mind that cranberries are used for prevention only; they’re not a treatment for a UTI. Pure cranberry juice can have a strong, tart taste, which patients often dislike. Offer those patients tablets and cranberry-type supplements as an alternative. Cranberry-blend juices, which use other juices or sugar to improve the taste, are not as effective because the percentage of actual cranberry juice is low.
Whenever I hear about someone holding an orientation session, I think about the opportunity it represents to start over. For the employees, it’s a new beginning on their career path. For the organization, it’s a chance to finesse the way the corporate mission gets actualized. But orientations have to be done right to be effective. That means avoiding these common pitfalls:

**Information overload.** Too many orientations try to cram 10 pounds of material into a five-pound bag. Orientations should provide only what is important to know “right now.” Benefits, bathroom locations, appearance standards … they’re all good to know, but they’re not critical to an employee’s long-term success. Think about filling that five-pound bag with three pounds of information—and leave the employee wanting more.

**Insufficient connections.** People want to be part of something that is necessary, larger than themselves, and is considered important. During orientation, draw an explicit connection between these employee needs and your business needs. Think of your business as a skyscraper. Everybody’s working at the top, but new employees are walking into the bottom floor and wondering how they’ll fit in.

**Lack of specificity.** The sweet spot in a dartboard is dead center—and that’s what you should aim for in orientations. Communicate “what this place is” to your new hires. Who you serve and how, when, where, and why you serve them are critical bits of information, but they belong in another meeting.

Boil orientations down to:

“The purpose of our organization is to ___________. We accomplish that by ___________ so that we achieve _________."

Filling in these blanks will define the core-value philosophy that distinguishes your business from others like it and, in the process, will help your employees start off on the right foot.

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Ken Wasco, Gordon Food Service®

Customer Effectiveness Manager

As a member of the Gordon Food Service marketing team, Ken Wasco conducts hundreds of seminars and workshops on ways to achieve higher levels of personal effectiveness through an emphasis on communication skills across the foodservice industry.
SHOW YOU CARE ABOUT NUTRITION

Provide patients, residents and staff with deliciously smooth and creamy yogurts. NEW Dannon® Pro Nonfat Yogurt and Dannon® Oikos® Pro Greek Nonfat Yogurt can help make it easier to create customized better-for-you options. Plus, Dannon® Oikos® 4 oz. offers a quick way to add nutrient-dense yogurt to patient trays and grab-and-go outlets.

Efficient Back of House
Nonfat Vanilla GFS® Reorder No. 673261
Nonfat Greek Plain GFS® Reorder No. 673231
Nonfat Greek Vanilla GFS® Reorder No. 673251

Great for Patient Trays
Strawberry GFS® Reorder No. 599362
Blueberry GFS® Reorder No. 599371

Yogurt Nutritionals
✓ Protein—up to 22g
✓ 80% less fat than regular sour cream, mayo & cream cheese
✓ Calcium
✓ Vitamin D
✓ Live & Active Cultures in yogurt help improve lactose digestion

Ask your Gordon Food Service® Customer Development Specialist for more information

1. 22g protein in Dannon® Oikos® Pro Plain, 17g protein in Dannon® Oikos® Pro Vanilla per 8 oz. (225g) serving, 9g protein in Dannon® Oikos® 4 oz.
2. Nonfat yogurt vs. regular sour cream, mayo & cream cheese based on USDA database, Dec 2011.
3. All products contain over 10% recommended DV of calcium.
4. All products contain at least 10% DV of Vitamin D, except Dannon® Oikos® Pro Plain.
5. OneYo-yogurtEveryDay.com.

*Not available in all areas. Oikos® is a registered trademark of Stonyfield Farm, Inc. and used under license by The Dannon Company, Inc.

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See page 34 for more information.
CONFIDENCE IN EVERY CASE.

Fresh produce is the cornerstone of any good menu. Markon First Crop, Ready-Set-Serve, and Markon Essentials fruit and vegetable products give you the versatility to create colorful, flavor-packed recipes.

For a show-stopping salad, highlight the vibrant magenta and deep green colors of RSS Heirloom Spinach with tart cranberries, rich goat cheese, and crunchy pistachios.

Be inspired at markon.com.

See page 34 for more information.