

The implementation of a PPP Model in Providing Hospital Food Services

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Background

- **Outdated facilities**
 - **From 1950's**
 - **Operational issues**
 - **Inefficient in providing required output**
 - **Inadequate to comply with the modernizing quality and sanitary standards**
 - **Financial issue**
 - **Costly to repair, maintain, and refurbish**



Background

- **Jacob & IBM Consultancy Reports**
 - Confirmed operational and financial issues hospital management experienced
 - Needs for modernization
 - Status Quos
 - Existing distributed facility remodeling
 - Central Production Unit (CPU)
 - **Public Private Partnership (PPP)**



Re-conceptualizing Hospital Catering Services

Objectives

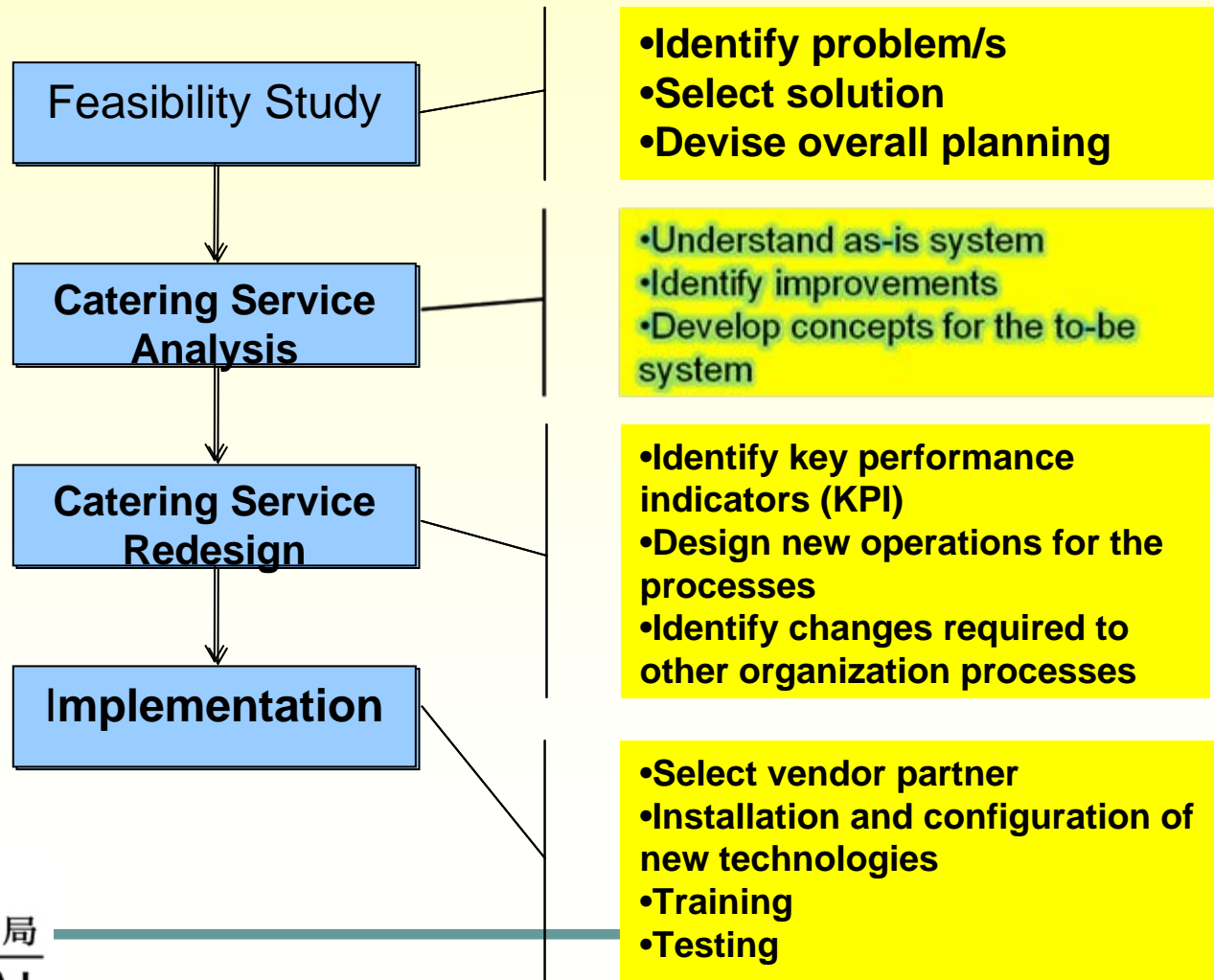
- Re-focus on core competency
- Streamline operations
- To adopt a modern technology for the provision of a high level catering service

Constraints

- Financial
- Human resources



PPP Process Overview



PPP Process Overview

Understand the as-is system

- Minimal information gathering
- Superficial process modeling

Identify improvements

- Outcome analysis
- Breaking assumptions
- Technology analysis
- Activity elimination
- Proxy benchmarking
- Process simplification

Develop concept for the to-be system

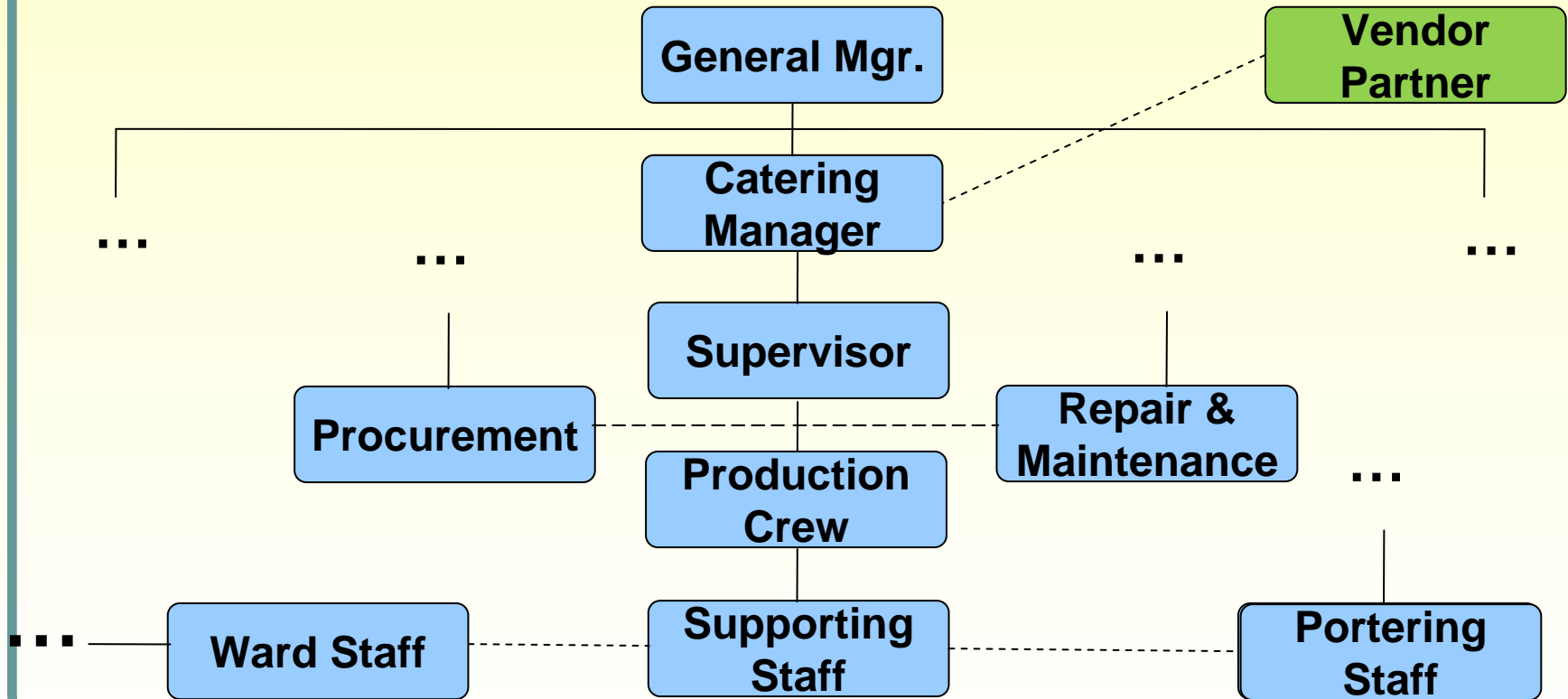
- Extensive information gathering
- Detailed to-be process model
- Detailed to-be data model



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Before and After 'Right-Sizing'



The New Technology: Cook-Chill Cold-Plating Production

Production scheduling



Bulk cooking



Tumble chilling



Meals to wards



Re-therming



Cold plating



Sanitary and Efficiency



Before Renovation



After Renovation



More Sanitary and Efficiency



Washing Facility



Dish Washing Machine



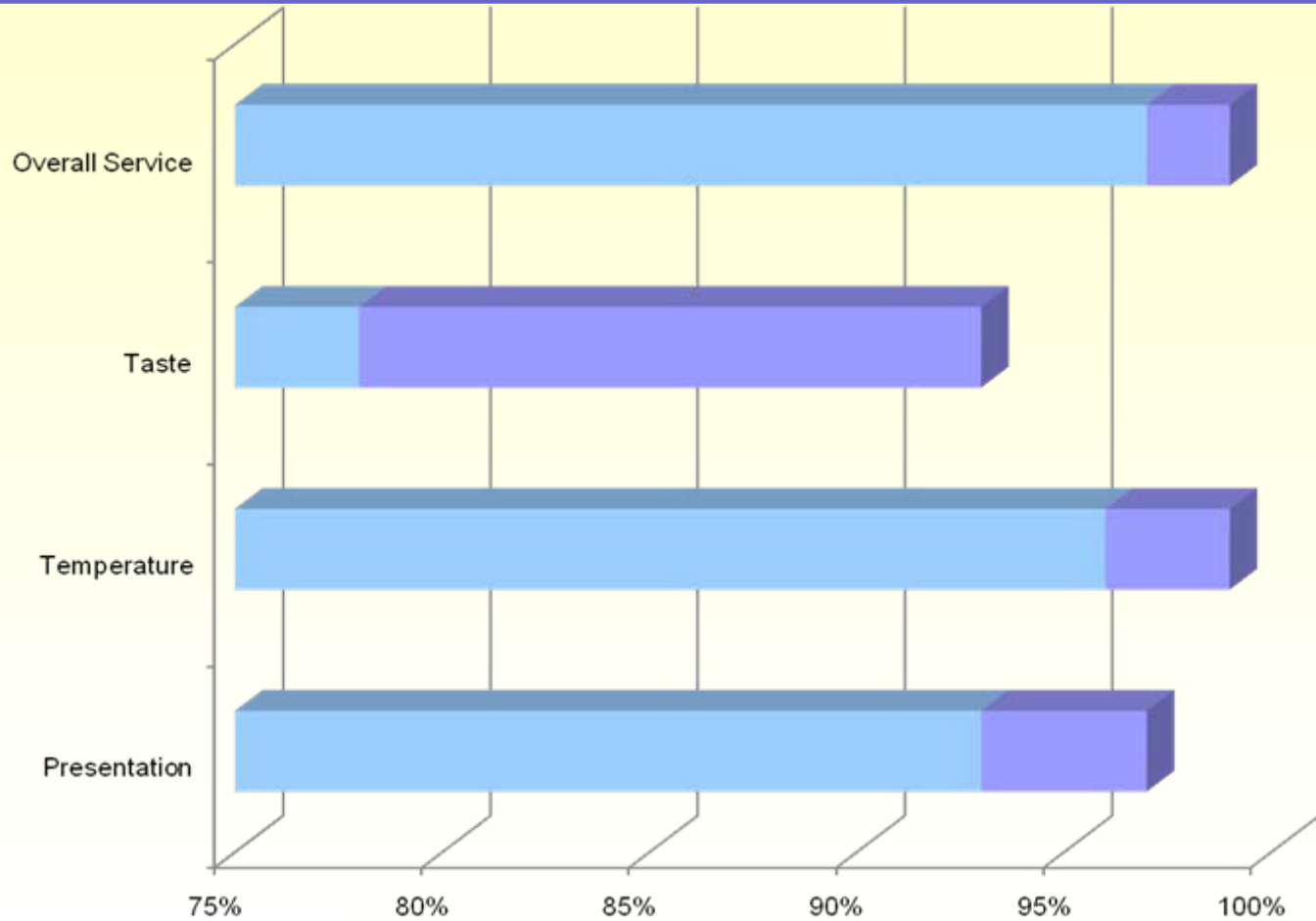
Overall Improved Meal Service



Meal delivery to & at wards



Improved Patient Satisfaction as Value Added



Compliance of Financial Constraints

- **The expensive cost of capital outlay \$31.5 million was funded by the incoming vendor partner**
- **Saving of operating costs \$4.1M per year**
- **Maintaining the cost per meal at an affordable level**
 - **Before \$14.28 per meal**
 - **After \$13.55 per meal**



Critical Success Factors for Organizational Change

- **Top Management buy-in and commitment**
- **Good project management**
- **Thorough mastery of Clinical setting and service requirements, well specified KPIs**
- **Good communication and Internal Engagement**
- **Transparency in personnel deployment**
- **Support and training**





Thank You!