

Association *for* Healthcare Foodservice



AHF NATIONAL CONFERENCE

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Session Title: Creating a Culinary Experience Beyond the Traditional Hospital Cafeteria

Presenters

Kim Alp, MBA, RD/LD and Lisette Coston, MBA, RD/LD

Agenda

- A hospital's culinary journey
- Tips for reimagining and designing a new retail space and menu offerings
- How to navigate operational planning
- Implement creativity and efficiencies while delivering a positive culinary experience
- How to ensure the new cafeteria will increase profitability

Culinary Journey

- Food Court was last renovated in 2013
- Budget of \$1.25 million
- Limited scope: new flooring, millwork, countertops, new coffee shop, grab-n-go cooler, and Go-Health Bar
- Administration was disappointed we did not do more

Challenges

- Low ceiling height
- Metal ceiling tiles that were rusted
- Narrow entrance
- Outdated equipment
- Self-serve salad, soup, hot bar, and Go-Health bar
- Outdated finishes
- Carpet in dining room
- Leaky windows
- Coffee Shop was too small to efficiently serve 3rd shift



Dining Area with Carpet



Leaky Windows



New Additions

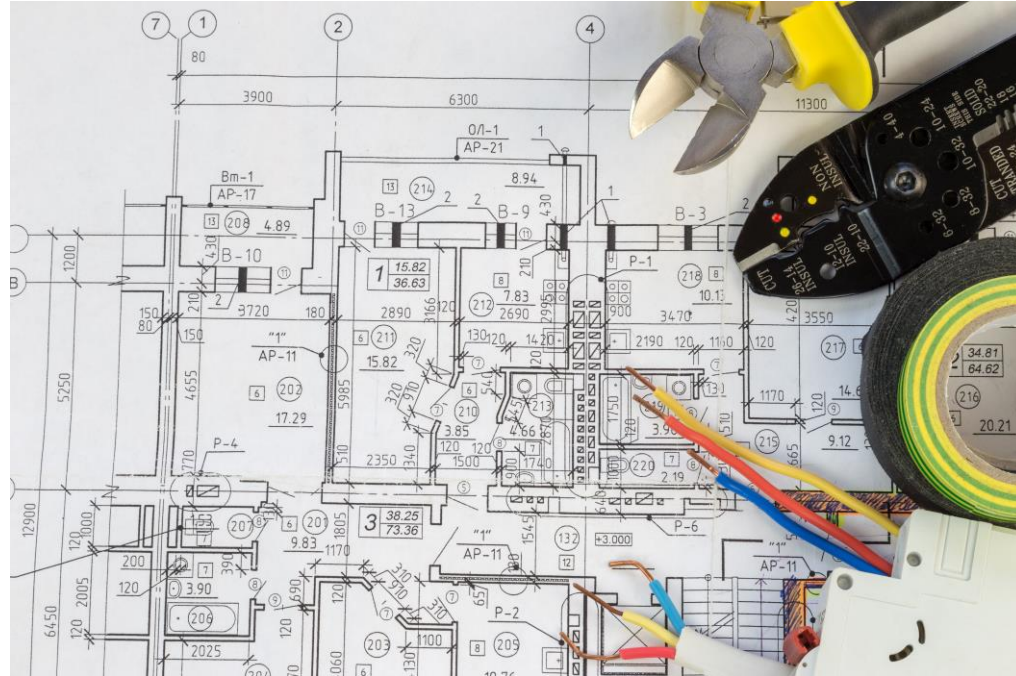


Additional Funding

In September 2020, additional capital funding was requested:

Furniture	\$ 400,000
Equipment	\$1,300,000
Renovation	<u>\$6,300,000</u>
Total	\$8,000,000

Tips for reimagining and designing a new space and menu offerings



Project Objectives

- Hospitality feel
- Rich palette of materials
- Clean up egress
- Improve flow
- Relocate some services and add new

trends

DINING ROOM DESIGN

- Hospitality feel



trends

FOOD HALL DESIGN

- Rich palette of materials



trends

FOOD HALL DESIGN

- Cooking Channel Chic



trends

FOOD HALL DESIGN

- Visible chef driven stations





61
SIXTY ONE

eatery



bowl

WRAPS

- WRAP WITH CHICKEN, CHEESE, TOMATO, ONION, PEPPER, MUSHROOM, LETTUCE, CUCUMBER, CARROT, AND SAUCE
- WRAP WITH BEEF, CHEESE, TOMATO, ONION, PEPPER, MUSHROOM, LETTUCE, CUCUMBER, CARROT, AND SAUCE
- WRAP WITH PORK, CHEESE, TOMATO, ONION, PEPPER, MUSHROOM, LETTUCE, CUCUMBER, CARROT, AND SAUCE
- WRAP WITH TURKEY, CHEESE, TOMATO, ONION, PEPPER, MUSHROOM, LETTUCE, CUCUMBER, CARROT, AND SAUCE
- WRAP WITH VEGETARIAN, CHEESE, TOMATO, ONION, PEPPER, MUSHROOM, LETTUCE, CUCUMBER, CARROT, AND SAUCE

hot

(SANDWICHES)

- CHICKEN SANDWICH
- BEF SANDWICH
- PORK SANDWICH
- TURKEY SANDWICH
- VEGETARIAN SANDWICH

VEGETARIAN

- VEGETARIAN SANDWICH
- VEGETARIAN BURRITO
- VEGETARIAN WRAP

Appetizers

WINGS 100g 12.000
WINGS 200g 22.000
WINGS 300g 32.000
WINGS 400g 42.000
WINGS 500g 52.000
WINGS 600g 62.000
WINGS 700g 72.000
WINGS 800g 82.000
WINGS 900g 92.000
WINGS 1000g 102.000

Design Criteria

AREA	CURRENT VOLUME	FUTURE VOLUME
PATIENT SERVICES (Operating Beds)	911	911
TRAYS PER MEAL (ADULT)	550	550
TRAYS PER MEAL (CHILDREN)	100	100
FIRST SHIFT SITE POPULATION	5,000	5,500
RETAIL SERVICES (transactions at lunch)		
Food Hall	900-1,100	1,200-1,400
Other	300	300

PEAK MEAL VOLUMES

Outcomes

- Increased use from staff, patients, and families
- Better customer experience
- Consistency of culture
- Feeling of well-being

Space Requirements

SQ FT	EXISTING	PROPOSED (OPTION 1)	IDEAL FOR NEW CONSTRUCTION
RETAIL	6,585	7,000	7,500 – 8,500
DINING ROOM	4,500	6,500	9,000
DISHROOM	1,000	900	1,000
DINING ROOM (# OF SEATS)	306	350	450+
CONFERENCE ROOMS	2458	1342	2500*
# OF TRANSACTIONS	850 - 900	1,100 – 1,200	2,000 – 2,500
TOTAL	14,543	14,842	17,630 – 21,000

Navigate Operational Planning

After determining the objectives of the project

- Toured facilities and restaurants in Texas and Illinois to gather ideas and desired design elements. Our CFO went with us.
- CEO wanted the space to be more of a hotel/food hall or market/William Sonoma look.

It is easy to get caught up in the operational aspects of the space; and forget how the space makes you feel. It should be just as nourishing as the food.

Texas

St. David's Medical Center





Texas

St. David's Medical Center

Cafe
HERMANN



Texas

Memorial Hermann Hospital



Texas

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Women's Pavilion at Texas Children's Hospital



Texas



Osteria cotta restaurant

Texas



Williams Sonoma



Texas



Palos Community Hospital



Chicago

Palos Community Hospital



Chicago



Eataly

Chicago

Latinicity



Chicago

Water Tower Building



Chicago

The Kitchen



Chicago



Chicago

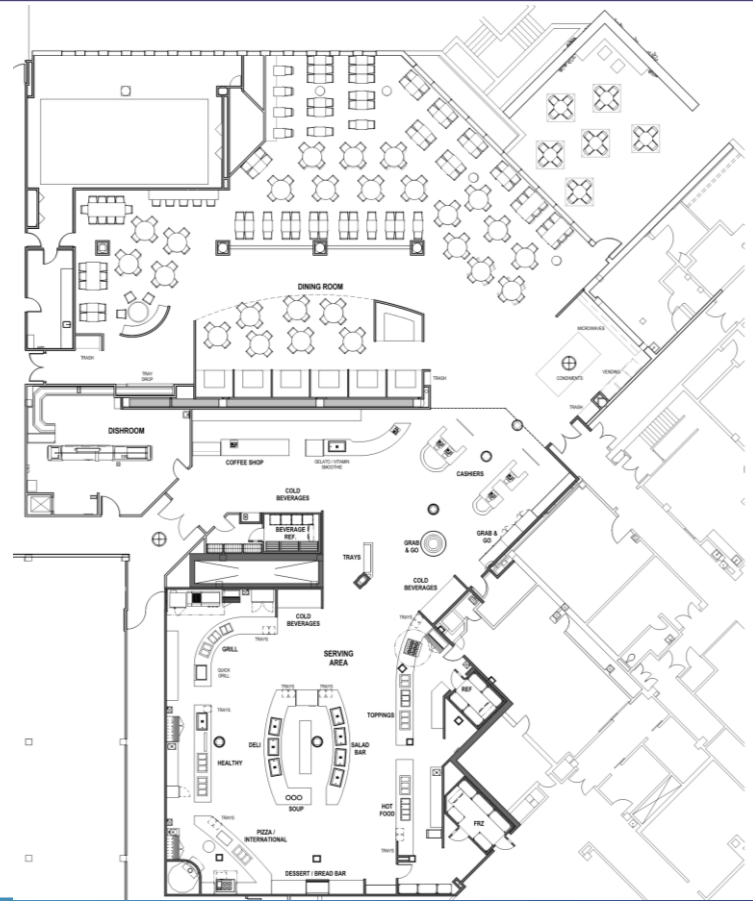
The Kitchen

Overview

OVERALL LAYOUT
SERVERY DESIGN
DINING DESIGN
LIGHTING
FLOORING
FINISHES
NEXT STEPS

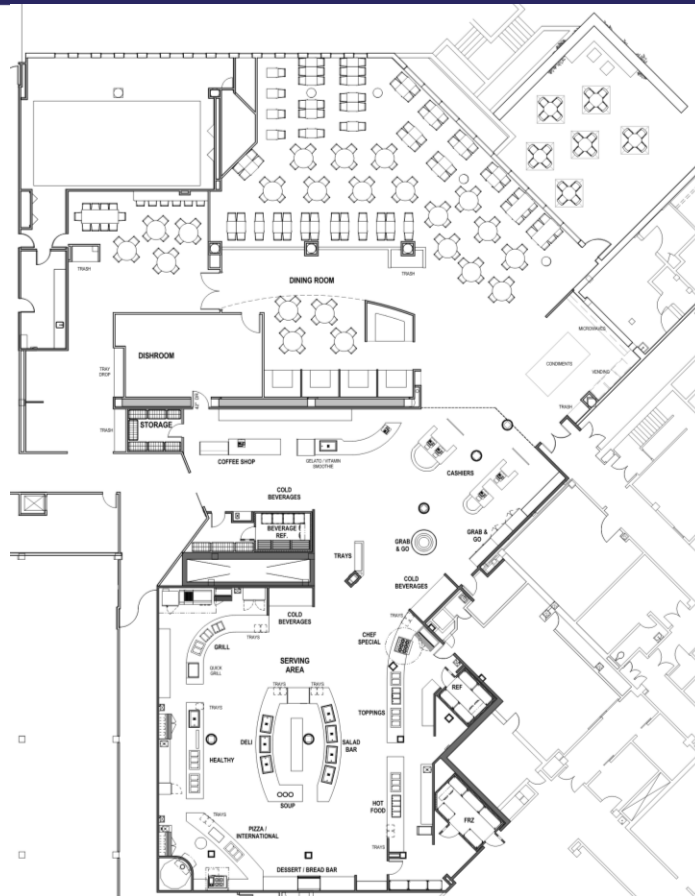
Option 1

- LARGER DINING (291) INCLUDING OUTDOOR AREA
- 5 TYPES OF SEATING ENVIRONMENTS
- RELOCATED ENTRY PORTAL
- CEILING ACCENTS TO MARK ENTRY AND EXIT LOCATIONS
- DISH ROOM STAYS IN PLACE
- RECONFIGURED FOOD HALL
- CAFÉ FOR AFTER HOURS ACCESS



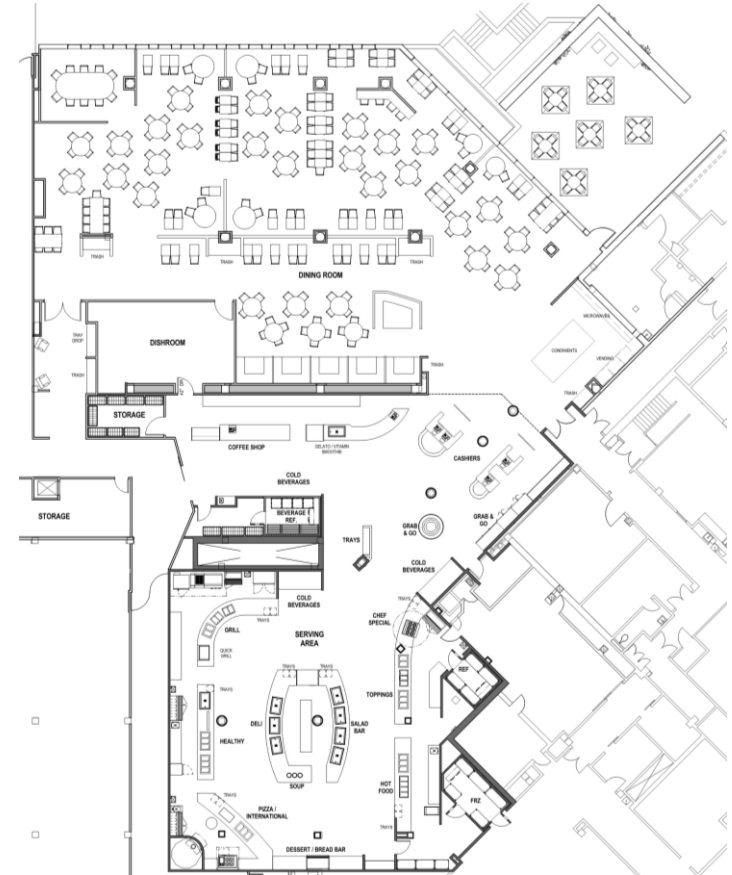
Option 2

- LARGER DINING (254) INCLUDING OUTDOOR AREA
- 5 TYPES OF SEATING ENVIRONMENTS
- SLIDING DOOR AT ENTRY
- RELOCATED DISH ROOM WITH TRAY DROP
- RECONFIGURED FOOD HALL
- SHIFTED CORRIDOR EGRESS
- CAFÉ FOR AFTER HOURS ACCESS
- ADDED STORAGE AREAS



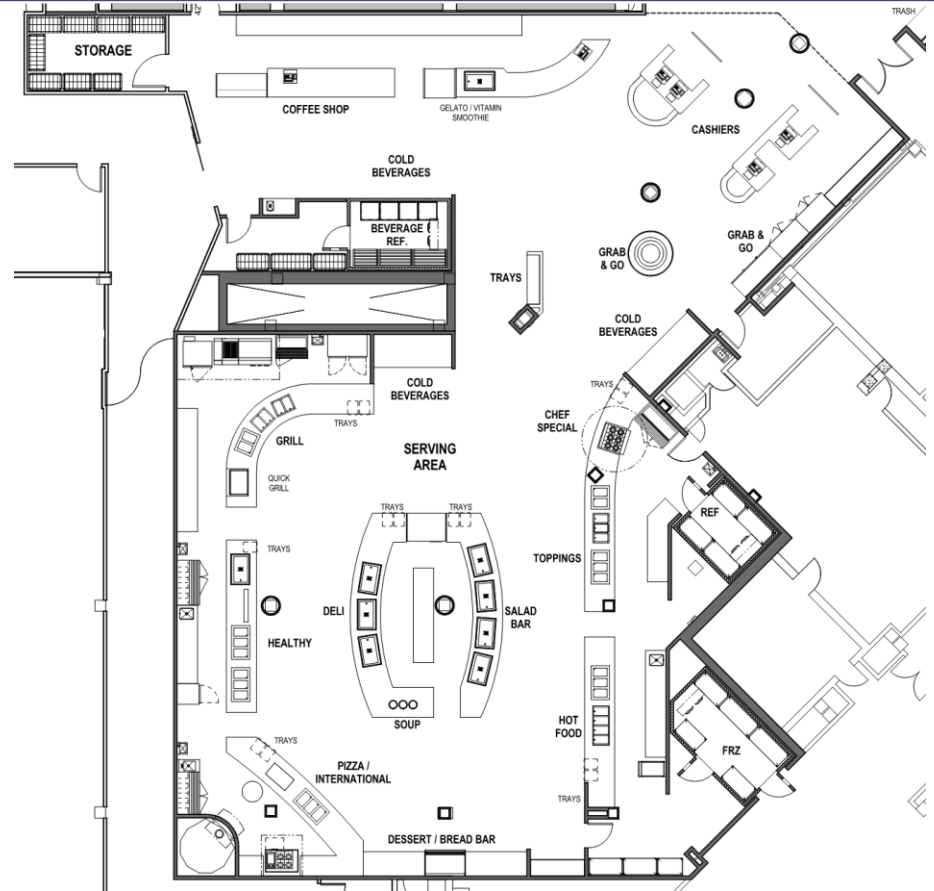
Option 3

- MAXIMIZE DINING ROOM SPACE (357) INCLUDING OUTDOOR AREA
- 6 TYPES OF SEATING ENVIRONMENTS
- SLIDING DOOR AT ENTRY
- RELOCATED DISH ROOM WITH TRAY DROP
- RECONFIGURED FOOD HALL
- SHIFTED CORRIDOR EGRESS
- CAFÉ FOR AFTER HOURS ACCESS
- ADDED STORAGE AREAS



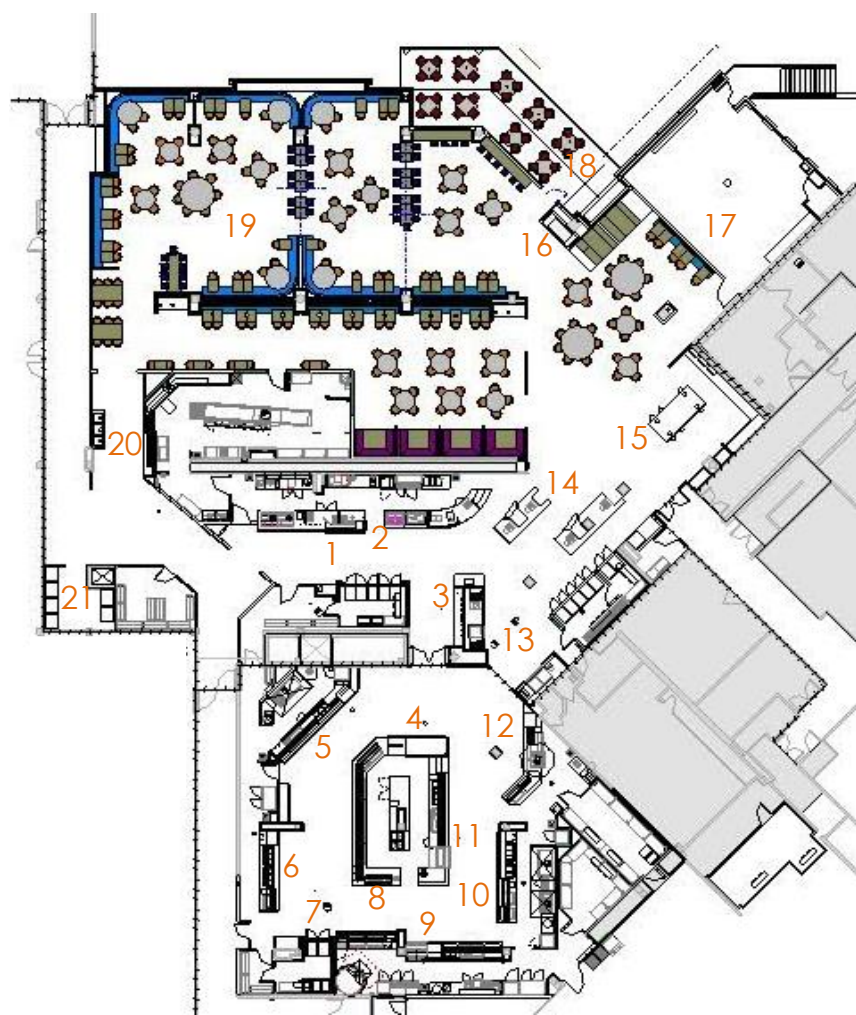
Serving Area/Food Hall

- VISIBILITY/FLOW
- UPGRADED MENU & MERCHANDISING
- MORE DISPLAY COOKING
- PIZZA OVEN FOCUS
- CAFÉ/EXPRESS AREA
- SERVED/SELF SERVE STATION



OVERALL PLAN

1. ENTRY SINK
2. COFFEE BAR/GELATO
3. TRAY PICK-UP
4. SALAD BAR
5. BURRITO BOWL
6. HOT ENTRÉE
7. DESSERTS
8. SOUPS
9. PIZZA/DELI
10. GRILL
11. SUSHI
12. CHEF SPECIAL
13. BEVERAGES
14. CHECK OUT
15. UTENSILS
16. HOLY FAMILY
17. CONFERENCE
18. OUTDOOR SEATING
19. GENERAL DINING
20. TRAY DROP OFF
21. VENDING





coffee bar



salad bar

deli



SERVERY DESIGN



dining



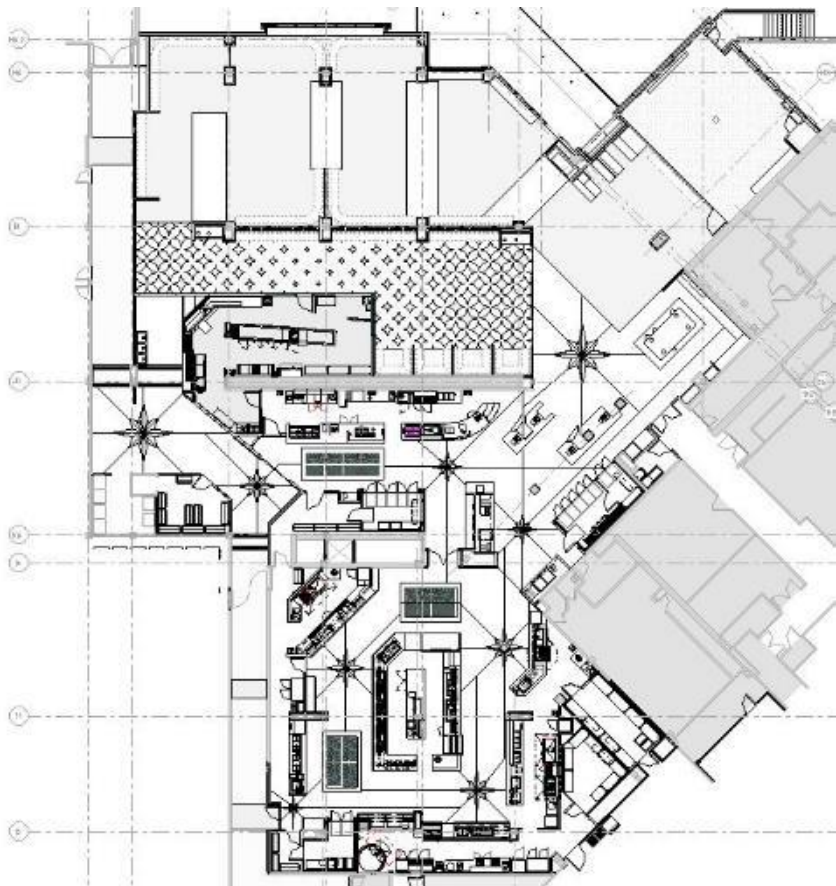
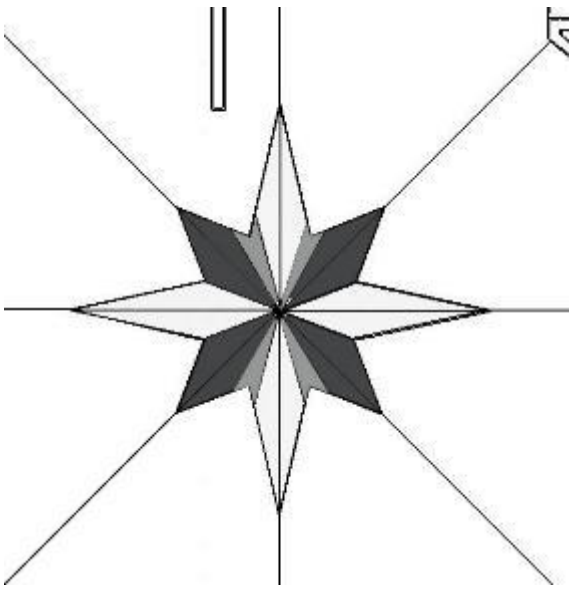
lighting



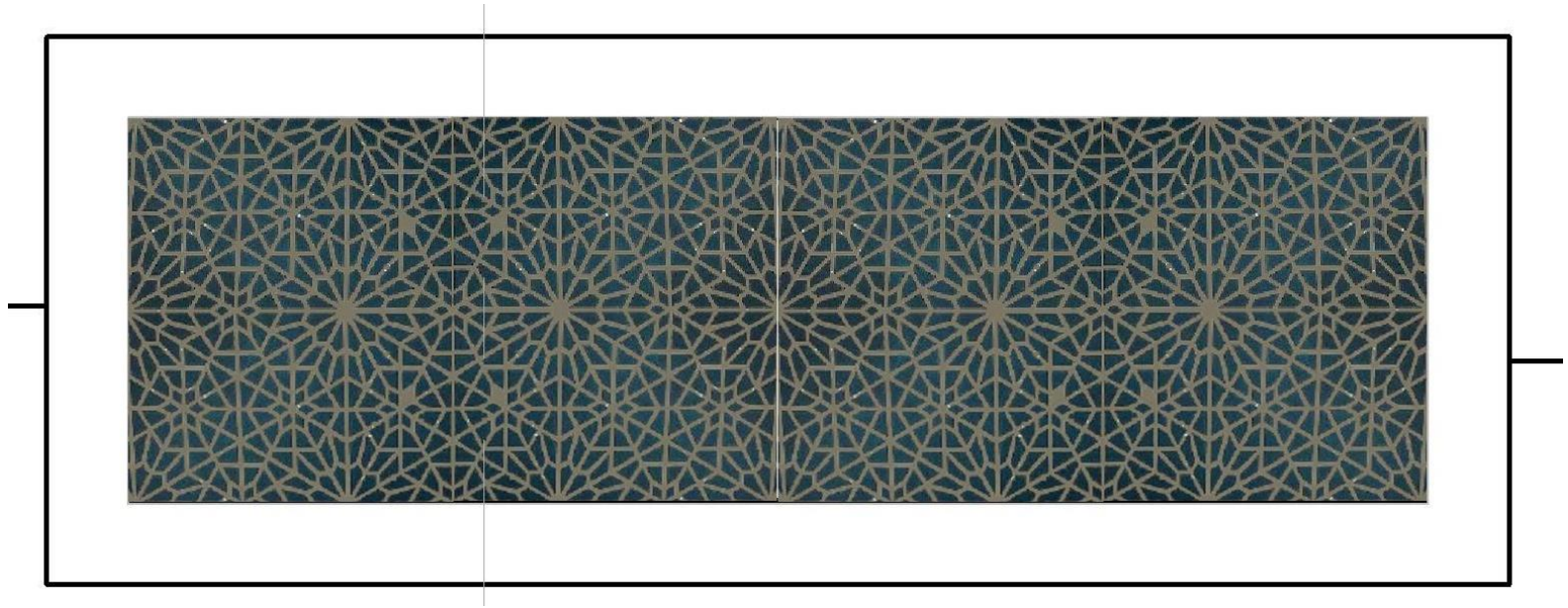
SERVERY DESIGN

flooring

PATTERNING



Flooring PATTERNING





furniture



materials

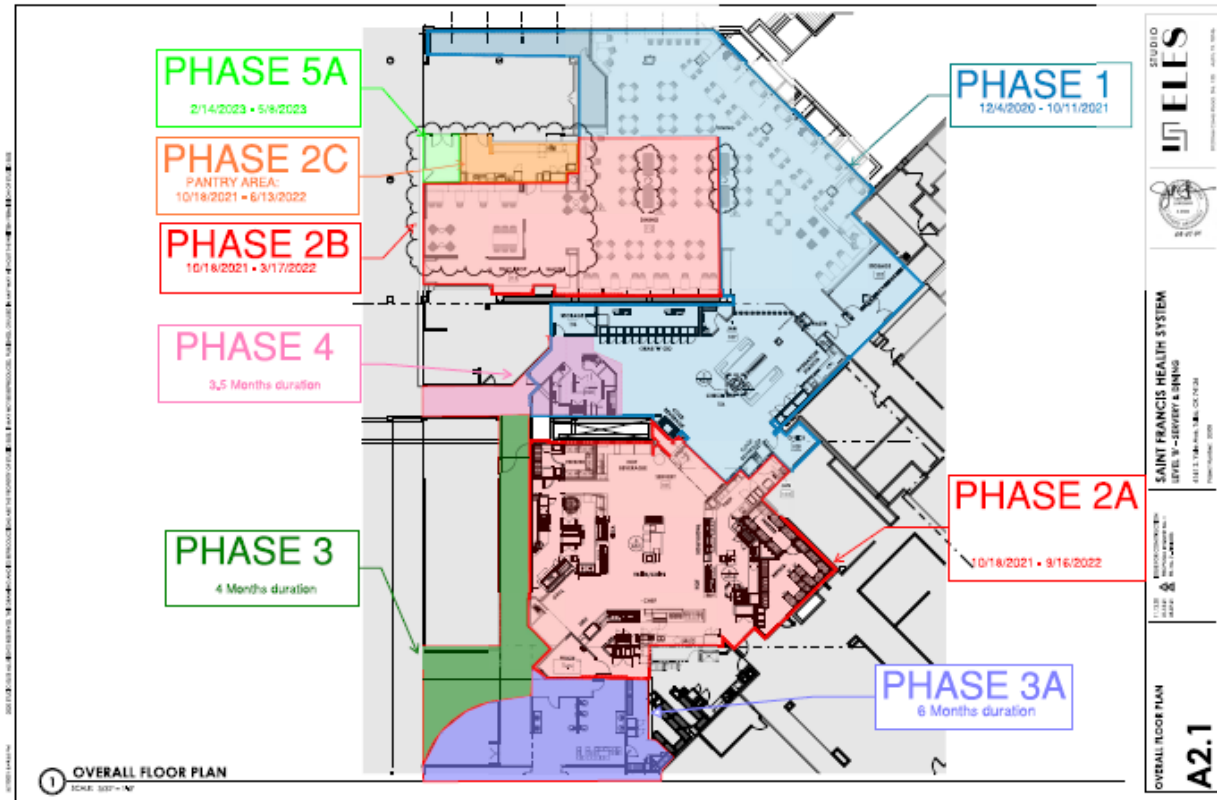
Next Steps

- **SCHEMATIC DESIGN APPROVAL**
 - *Which layout works best for you?*
- **DESIGN DEVELOPMENT**
 - *Refine plan, elevations, interiors*
- **REVIEW EXISTING INFRASTRUCTURE – ENGINEERING FEASIBILITY**
 - *Structural*
 - *Engineering (plumbing, electrical, mechanical)*
- **PHASING**
 - *What are the options for relocating during construction?*
- **CONSTRUCTION COSTS**

COVID and Design Changes

- Leadership made the decision to widen an adjacent hallway, so the entire plan was changed.
- The vent hood locations could not be changed which resulted in design change.
- Covid caused us to change plans for self-serve areas.

Phasing Plan Food Court/Entry/Storage/Coffee Shop/Physician Lounge,



Over budget

- Once the dining space and serving area was built the 8-million-dollar budget was exhausted.
- The new entry, coffee shop, physician lounge, restrooms and salad bar were put on hold.
- Returned to capital committee to request more funds from substitution dollars from other projects.

Level B Reconfiguration Physicians Lounge/ Coffee Shop/ Restrooms Lobby/ Entrance

GENERAL ARCHITECTURAL NOTES

- A. DIMENSIONS ARE TO FACE UNLESS NOTED OTHERWISE.
- B. EXISTING DEMOLISH WALLS.
- C. GENERAL CONTRACTOR IS RESPONSIBLE FOR COORDINATING ALL TRADES (ELECTRICAL, MECHANICAL, PLUMBING, ETC.) TO INTERFERE WITH PLANNED LOCATIONS FOR SPECIAL DETAILS AND EQUIPMENT. MACHINE ROOMS, ELEVATOR COMMUNICATION ROOMS, ETC.
- D. PROVIDE WORKING DRAWINGS TO ALL TRADES CONTRACTORS OF JOINTS AND PENETRATIONS TO BE MADE THROUGH EXISTING STRUCTURE TO VERIFY IF ANY ELECTRICAL, MECHANICAL, OR PLUMBING SYSTEMS ARE AFFECTED BY THE WORK AND TO PROVIDE TO THE CONTRACTOR TO VERIFY IF ANY ELECTRICAL, MECHANICAL, OR PLUMBING SYSTEMS ARE AFFECTED BY THE WORK AND TO PROVIDE TO THE CONTRACTOR TO VERIFY IF ANY ELECTRICAL, MECHANICAL, OR PLUMBING SYSTEMS ARE AFFECTED BY THE WORK.
- E. FLOOR FINISHES TO BE DETERMINED BY THE CONTRACTOR TO VERIFY IF ANY ELECTRICAL, MECHANICAL, OR PLUMBING SYSTEMS ARE AFFECTED BY THE WORK AND TO PROVIDE TO THE CONTRACTOR TO VERIFY IF ANY ELECTRICAL, MECHANICAL, OR PLUMBING SYSTEMS ARE AFFECTED BY THE WORK.
- F. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL HEALTH DEPARTMENT AND ALL OTHER AGENCIES.
- G. CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL HEALTH DEPARTMENT AND ALL OTHER AGENCIES.
- H. CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL HEALTH DEPARTMENT AND ALL OTHER AGENCIES.
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- O. CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL HEALTH DEPARTMENT AND ALL OTHER AGENCIES.

\$1,069,251

\$746,248

\$1,391,111

\$457,437

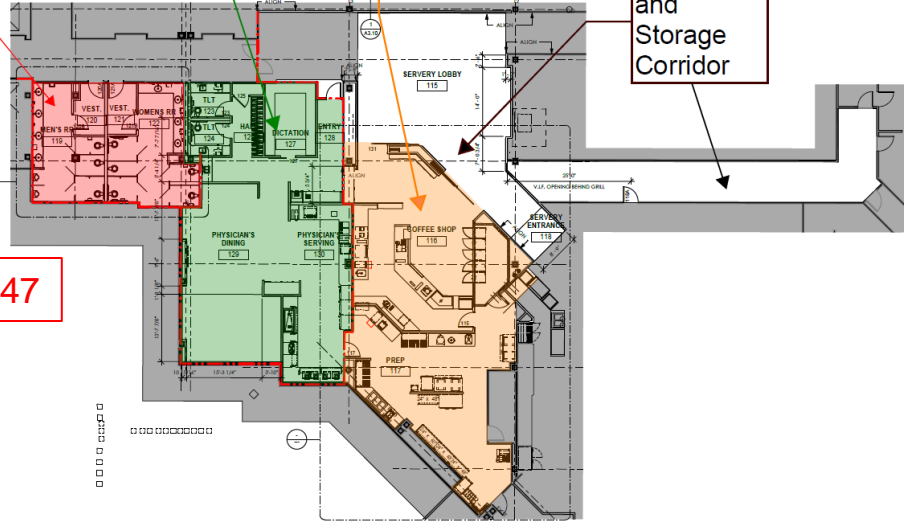
Physicians Lounge

Public Restrooms

Coffee Bar

Entryway and Storage Corridor

Total for all: \$3,364,047



OVERALL DIMENSION PLAN
1/8" = 1'-0"

STUDIO
ELES
1807 Thompsonville Lane, 102 St. Joseph, MO, 64504

SAINT FRANCIS HEALTH SYSTEM
LEVEL B RECONFIGURATION
418 S. YALE AVE. TULSA, OK, 74134
A/E/C Project Number: 2008

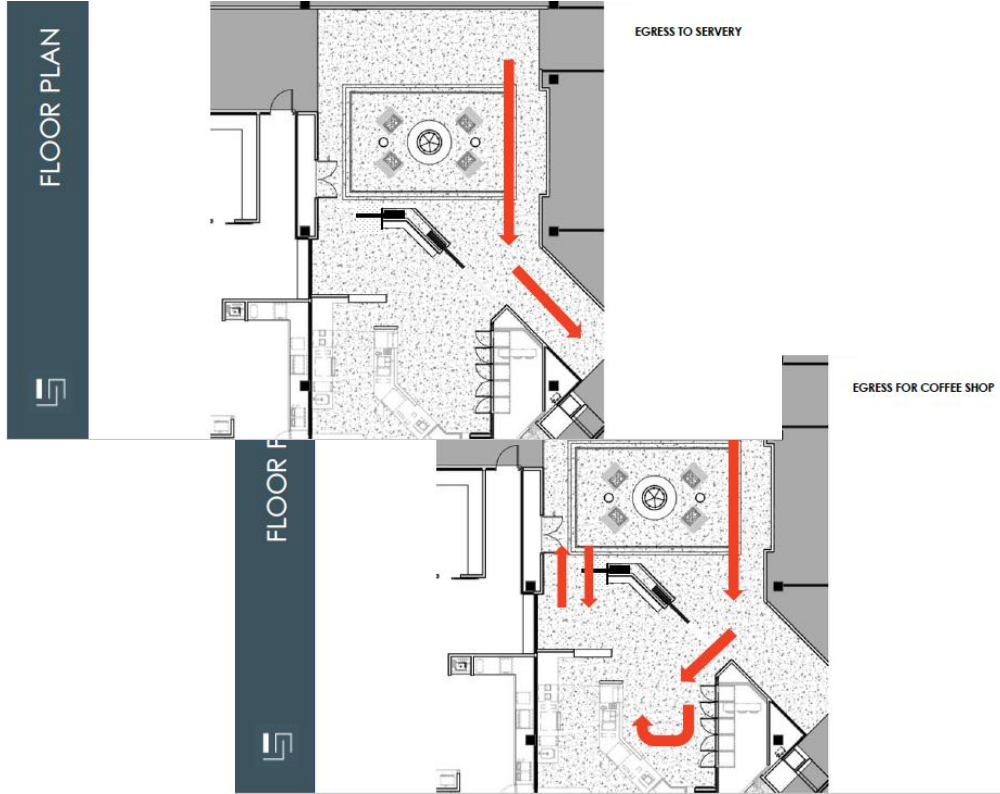
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DIMENSION FLOOR PLAN
A2.10



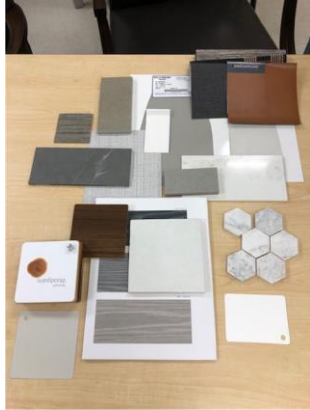
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Food Court Entrance/Lobby



- Lobby serves as new entrance to Food Court and Coffee Shop
- Artwork and chairs already purchased
- Eliminated table and light fixture in rendering

Physician Lounge



FOODSERVICE EQUIPMENT SCHEDULE PHYSICIAN LOUNGE			
NO.	QTY	DESCRIPTION	REMARKS
101	2	STOVE	
102	1	REF	
103	1	DISHWASHER	
104	1	COFFEE MACHINE	
105	1	COFFEE SERVICE	
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200	1	COFFEE SERVICE	

FOODSERVICE EQUIPMENT PLAN - PHYSICIAN LOUNGE
TOP-12

FOODSERVICE EQUIPMENT PLAN - SOCIAL SYSTEM
TOP-12

STUDIO
ELES
1000 UNIVERSITY AVENUE, SUITE 1100
SAN FRANCISCO, CA 94103

SAINT FRANCIS HEALTH SYSTEM
LEVEL 8' RECONFIGURE
1000 UNIVERSITY AVENUE, SUITE 1100
SAN FRANCISCO, CA 94103

FOODSERVICE EQUIPMENT PLAN - SOCIAL SYSTEM
TOP-12

FOODSERVICE EQUIPMENT PLAN - PHYSICIAN LOUNGE
TOP-12

FS1.02

Increase 1286 sq. ft. to 1887

Coffee Shop/On-line order pick up

FOODSERVICE EQUIPMENT PLAN - CONDENSING UNIT
1/4" = 1'-0"

ITEM #	QTY	DESCRIPTION	REMARKS
1	2	DRY STORAGE SHELVING	
2	1	REACH-IN REFRIGERATOR/FREEZER, 2-SEC	
3	1	MOBILE WASHING CABINET	
4	1	DUTY CUP	
5	1	WATER FILTRATION SYSTEM	
6	1	BEVERAGE COLD	
7	2	PAN STORAGE SHELVING	
8	1	OPEN NUMBER	
9	1	WORKCOUNTER	
10	1	TURKILLA PRESS	
11	1	WASHING DRAVER	
12	1	HOT/COLD PAN 3-SWELL	
13	2	TRAYCAR	
14	1	RICE COOKER	
15	1	WORKCOUNTER	
16	1	PANINI GRILL	
17	2	ACCELERATED OVEN	
18	1	REFRIGERATED PREP TABLE	
19	1	WALL SHELF	
20	1	OPEN NUMBER	
21	1	WORKCOUNTER W/SINK	
22	1	OPEN NUMBER	
23	1	ACCELERATED OVEN	
24	1	REFRIGERATED PREP TABLE	
25	1	HAND SINK	
26	1	WALK-IN REFRIGERATOR, 2-SEC	
27	4	MOBILE RACK	
28-30	1	OPEN NUMBER	
31	1	WALK-IN REFRIGERATOR W/ DISPLAY DOORS	
32A	1	REFRIGERATION CONDENSING UNIT	
32B	1	REFRIGERATION SYSTEM LOCK	
33	1	OPEN NUMBER	
34	6	BOTTLED BEVERAGE SHELVING	
35-38	1	OPEN NUMBER	
39	1	BEVERAGE COUNTER	
40	1	DISPLAY GLASS	
41	1	P.O.S. SYSTEM	BY OWNER
42	1	ESPRESSO MACHINE	BY OWNER'S VENDOR
43	1	WATER FILTER	BY OWNER'S VENDOR
44	1	COFFEE MILL	
45	1	STIR/P BOTTLE RACK	
46	1	TRAYCAR	
47	3	UNDERCOUNTER REFRIGERATOR, 1-SEC	
48-50	1	OPEN NUMBER	
51	1	WORKCOUNTER	
52	1	UNDERCOUNTER SINK	
53	1	UNDERCOUNTER FREEZER, 1-SEC	
54	2	BLENDER	BY OWNER'S VENDOR
55	1	ICE MAKER, UNDERCOUNTER	
56	6	CUP DISPENSER	
57	1	OPEN NUMBER	
58	1	UNDERCOUNTER HAND SINK W/ SOAP & TOWEL DISPENSER	
59	1	WORKCOUNTER	
60	1	COFFEE SNEAKER	BY OWNER'S VENDOR
61	1	PASS THRU SHELF	SEE ARCHITECTURAL DRAWINGS
62	1	OPEN NUMBER	
64	1	OPEN NUMBER	
65	1	BURNER HOOD	EXISTING IN PLACE, NO CHANGE BY FBSS
66	1	FIRE PROTECTION SYSTEM	EXISTING IN PLACE, NO CHANGE BY FBSS
67	1	OPEN NUMBER	
68	1	PAVER W/FILTER, 1-SEC, 3 DUMP STATION	

LEGEND
 EXISTING IN PLACE EQUIPMENT

STUDIO
ELES

SAINT FRANCIS HEALTH SYSTEM
LEVEL B' RECONFIGURE
601 S. TAYLOR AVE. TULSA, OK 74106
PROJECT NUMBER: 2008

FOODSERVICE EQUIPMENT PLAN AND
SCHEDULE
FS1.01

Overall Timeline

Date	Milestone Title	Description or Activity
Oct 2011-2013	Prior Renovation	Budget of \$1,250,000 with limited Scope
May-2016	Administration wanted to do more	Hired a designer, food service consultant, and toured other hospital and restaurants for inspiration
Sep-2020	Approval to Renovate	Budget of 8 million
December 2020-October 2021	Phase 1	3/4 of dining room was renovated
October 2021-September 2022	Phase 2	Serving Area
October 2021-Nov 2022	Phase 3	Second part of dining room/catering kitchen
Oct-2022	Paused due to budget	Had to go back to capital to request more \$3.4 million to complete the entrance, physician lounge, and coffee kiosk
November 2022-August 2023	Phase 4	Entrance and storage completed
November 2022-February 2024	Phase 5	Physician Lounge completed
November 2022-June 2024	Phase 6	Coffee Kiosk/Restrooms completed

Coffee Shop Entrance



Custom Graphics Entrance



Implement creativity and efficiencies while delivering a positive culinary experience

Pizza Oven



Chef's Table and Deli



Bowls and Hot Bar



Fresh Harvest Salad Bar and Smoothies



Common Space



Custom Wall Graphics



Cashier Station & Grab-n-Go



*Custom
Graphics-
Private
Dining*



Private Dining Space



Open Dining



Full view of Dining





Communication Board



New coffee kiosk and mobile ordering pickup





New Coffee Kiosk and GET mobile app



Save Time. Order Ahead.

The GET mobile app is now available to all Saint Francis employees for ordering food from Coffee Kiosk adjacent to the Main Cafeteria at Saint Francis Hospital.

- 1 Download the GET app for iOS or Android. Search the relevant app store for "GET Mobile."



- 2 Search for Saint Francis Health System in the app to connect and create your account using your employee ID.

In the app you can:

- View the menu for the Coffee Kiosk
- Place your order for pickup
- Check your payroll deduct balance
- Pay with multiple convenient methods:
 - Payroll Deduct
 - Credit Card

New Hours	SFH Cafeteria Regular Hours: 7:00 am – 3:00pm	Coffee Kiosk Regular Hours: 3:00pm – 1:00am Dinner Service: 5:00pm – 1:00am via GET App or Walkup for Visitors
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- Starbucks-branded specialty coffee
- Snacks and Grab & go items
- Dinner selections after 5pm include:
 - Grill items
 - Deli Sandwiches
 - Pizza
 - Quesadillas
 - Nachos
 - Salads
- Payroll deduct or credit card payment
- Single sign-on for enhanced security

Physician Lounge



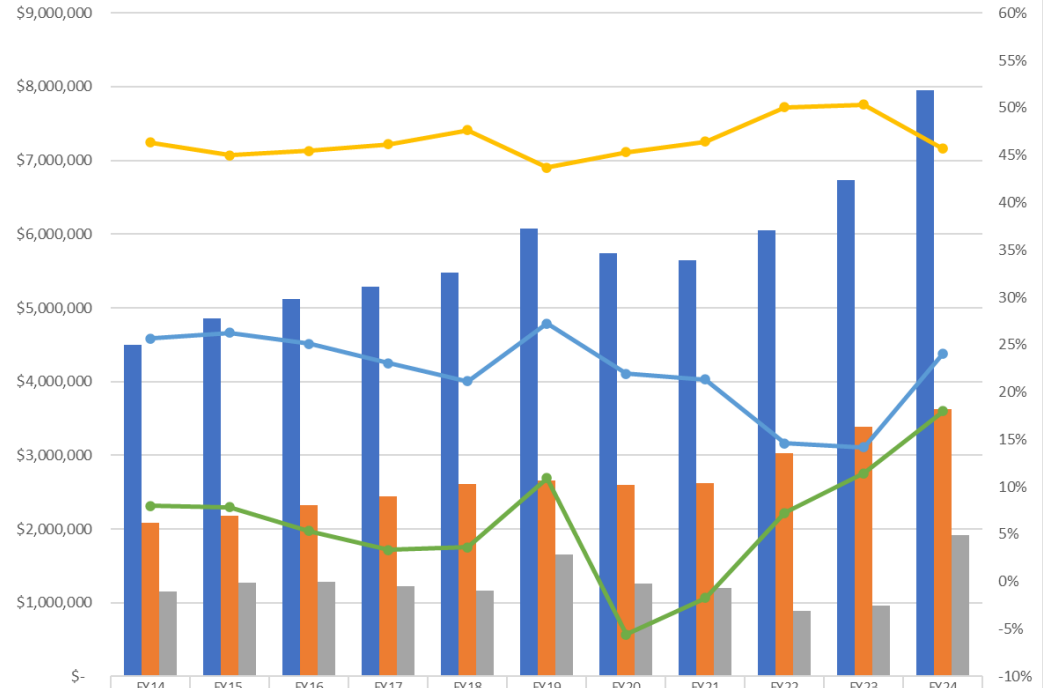
Physician Lounge



Profitability- Financial Success

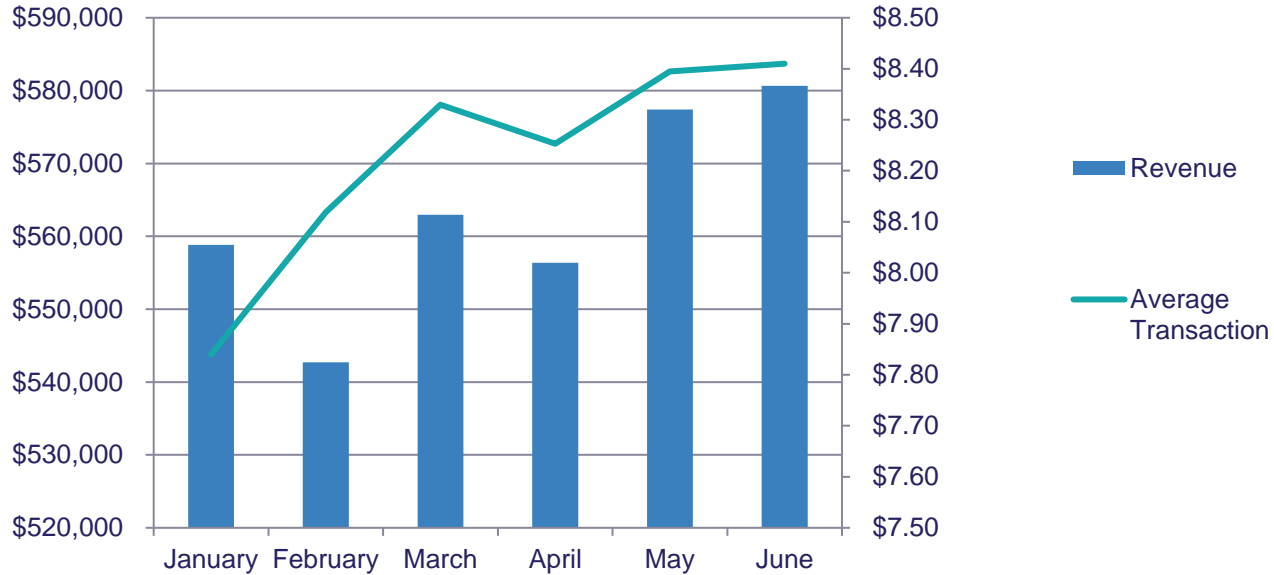
FY24 Food Cost=46%
Net Income 24%
Net Revenue Growth of 18%
in past year

Food Court Revenue

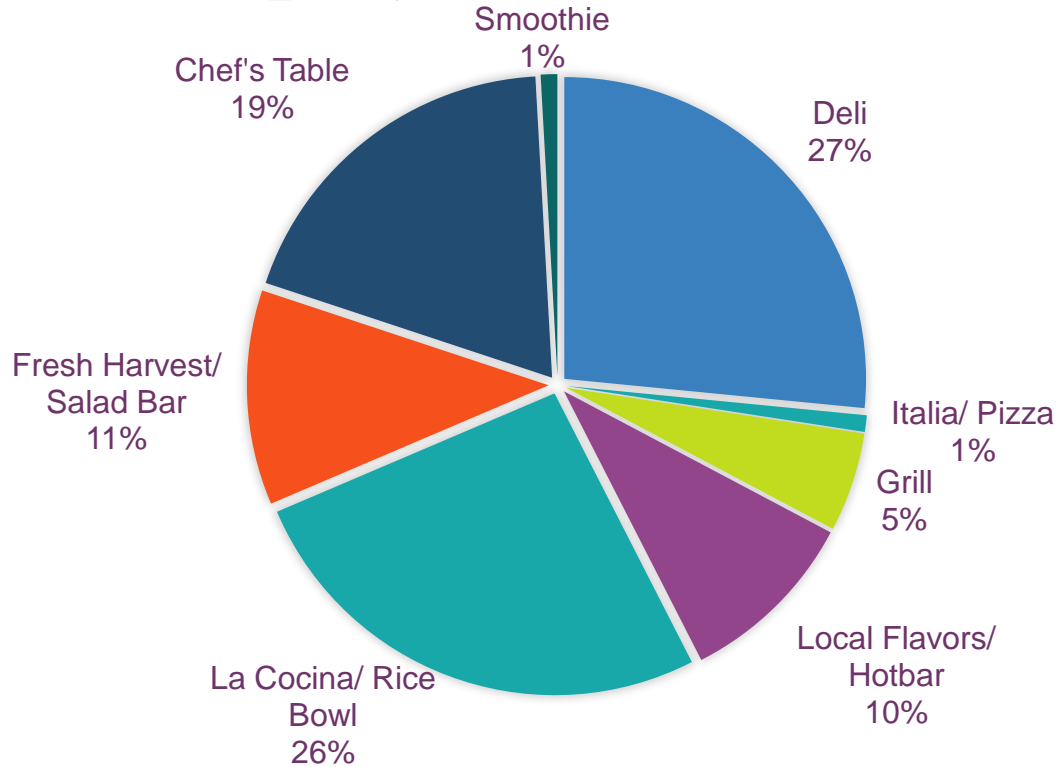


	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Revenue	\$4,502,407	\$4,856,679	\$5,117,208	\$5,287,783	\$5,478,799	\$6,077,334	\$5,739,027	\$5,638,929	\$6,046,801	\$6,736,618	\$7,949,668
Food Cost	\$2,085,356	\$2,184,436	\$2,325,445	\$2,440,172	\$2,610,365	\$2,655,141	\$2,599,895	\$2,618,203	\$3,025,361	\$3,389,432	\$3,630,367
Net Income	\$1,155,264	\$1,274,515	\$1,283,290	\$1,218,650	\$1,159,622	\$1,655,016	\$1,257,832	\$1,203,549	\$882,323	\$955,923	\$1,915,321
Food Cost %	46%	45%	45%	46%	48%	44%	45%	46%	50%	50%	46%
Net Income %	26%	26%	25%	23%	21%	27%	22%	21%	15%	14%	24%
% Revenue Growth from previous year	8%	8%	5%	3%	4%	11%	-6%	-2%	7%	11%	18%

Increased revenue

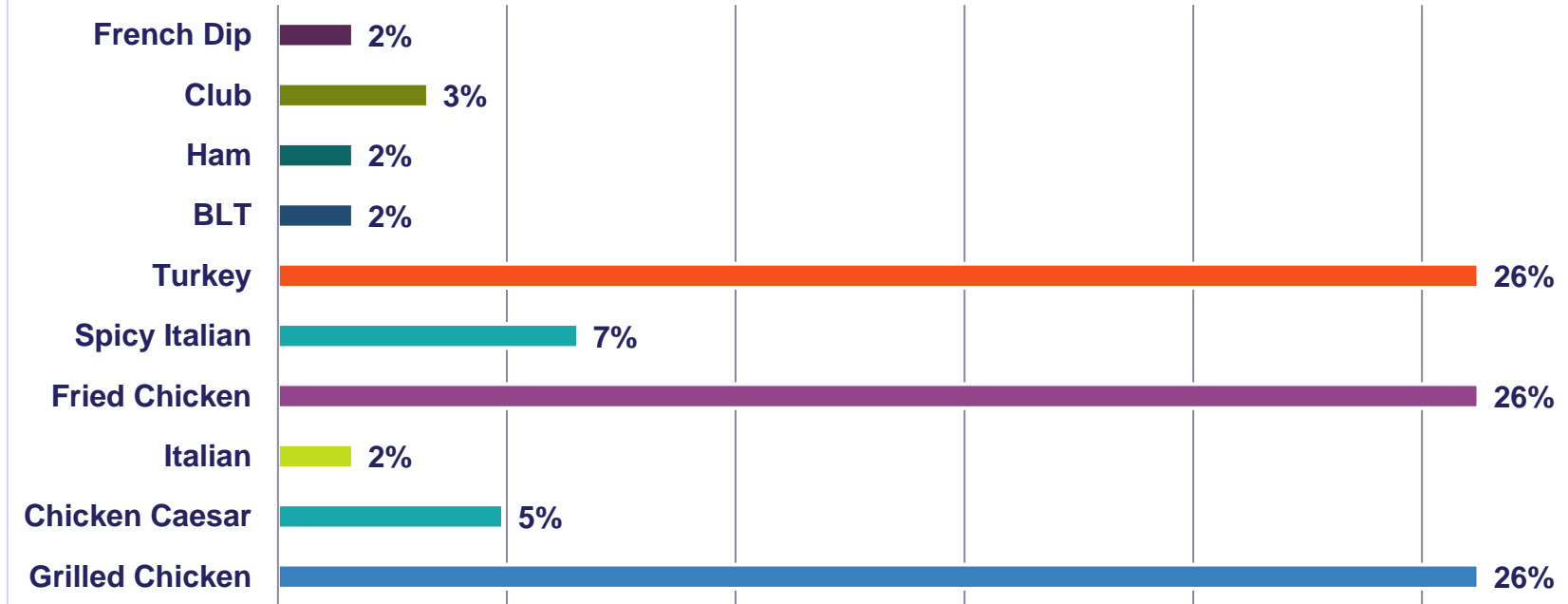


Employee Favorites



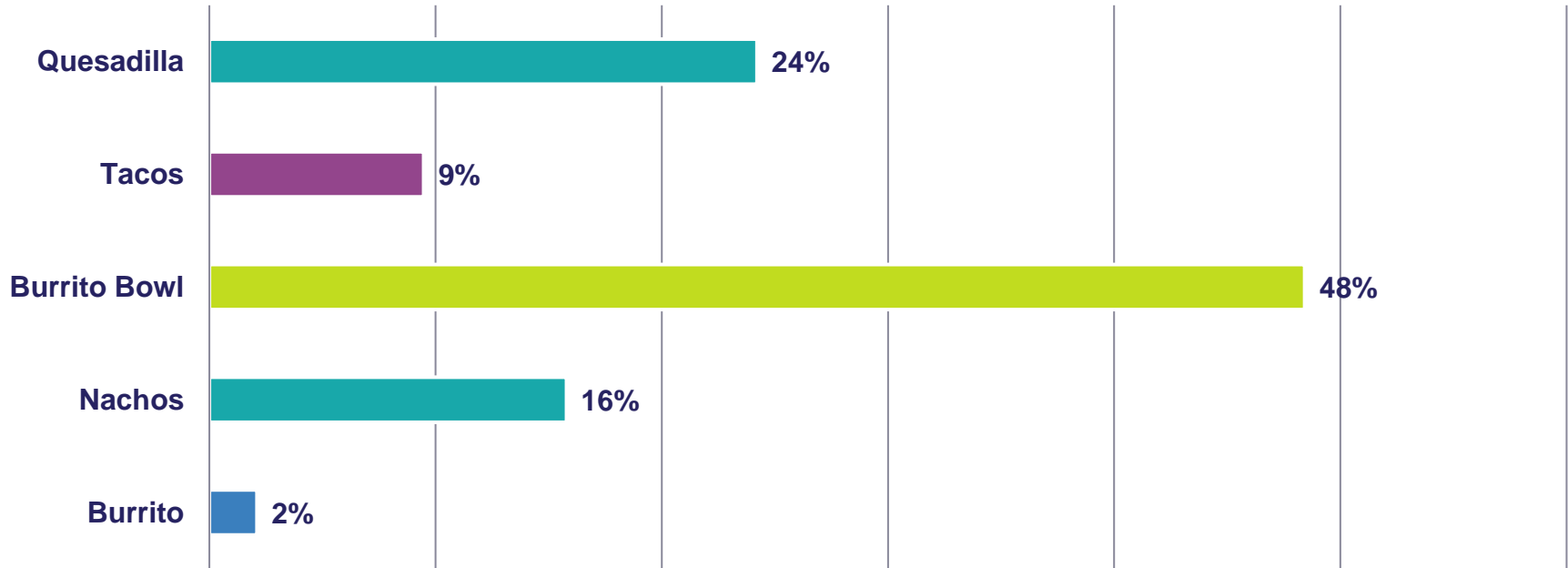
Best Selling Offerings

Deli

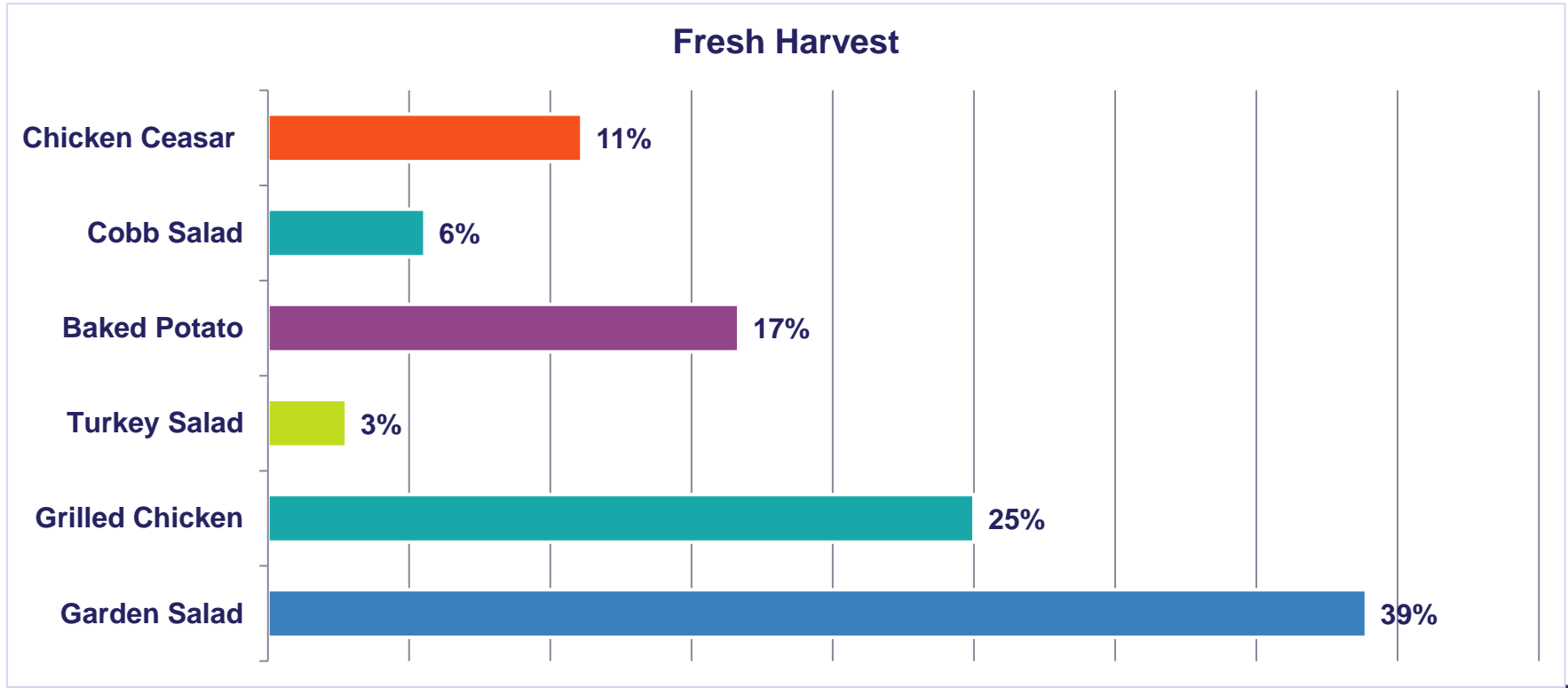


Best Selling Offerings

La Cocina



Best Selling Offerings



Additional Employee Feedback

Requests:

- None/plenty of variety: 103
- More variety/soup variety: 9
- Better weekend options: 5
- Rotate cycle rotation (M/T/W meals for Th/F meals) 8
- Healthier options other than salad: 12
- Greek/Mediterranean options: 3
- More Gluten Free options: 5
- Cajun: 1
- Specialty foods (like chefs table): 3
- Brisket: 1
- Miso Salmon: 1
- Protein shakes: 3
- More Chef's Table breakfast options: 2
- More fruit options: 2

Testimonial from the Executive VP, COO

“The new cafe/bistro was a transformational project that created a welcoming environment for visitors, family members, outpatients and employees and a respite from the stressors of caring for family members, receiving care or challenging work environments.

It has a ‘bistro’ feel that includes chef stations as if you were walking into a food hall or high-end restaurant in a big city. It completely flipped the historical perspective of a hospital cafeteria.”

Testimonial from the Executive VP, COO

“Saint Francis Health System believes that space and facilities are an integral part of the healing process that includes healthy eating, nutritional messaging and an environment that aides in the health of patients, visitors and employees.

The project was expensive, very disruptive and long but worth it as one of the most frequently visited and utilized parts of the hospital that leaves the impression we are committed to overall healing and health.”

Lessons Learned

- Hire an interior designer and food service designer experienced in healthcare food service design
- Start planning your project 2-3 years out, it may take that time to get a realistic cost
- Hire a reputable equipment vendor to avoid install nightmares
- Make sure they template counters before installing
- Get samples of your furniture, barrel chairs were breaking, had to work with vendor to replace
- Get samples of upholsteries and test with cleaning chemicals-banquet upholstery did not hold up had to work with vendor to replace after one year
- Be sure equipment is adequate for planned menu
- Coffee/beverage stations, add drains, would not recommend cup holders
- Coffee kiosk, add blender washer
- Walk in coolers work with contractors to locate the drains
- Make sure CEO, COO, CFO, and Presidents are involved in the design process
- Get your front-line staff involved in reviewing the final plans
- Test all equipment before opening
- Do a soft opening to allow your staff to work in the space and work out the flow, this also generates excitement among the staff
- Get IT involved early on if you are implementing new technology

Enjoy your next renovation

Thank you