

People centred low carbon catering

Market sounding and call for innovative solutions



Market Sounding Prospectus

December 2012

This is not a call for tenders or a pre-qualification exercise. It is a market sounding exercise to provide advance information of requirements and open a dialogue with the supply chain. The results will be used to inform our procurement specification and strategy.

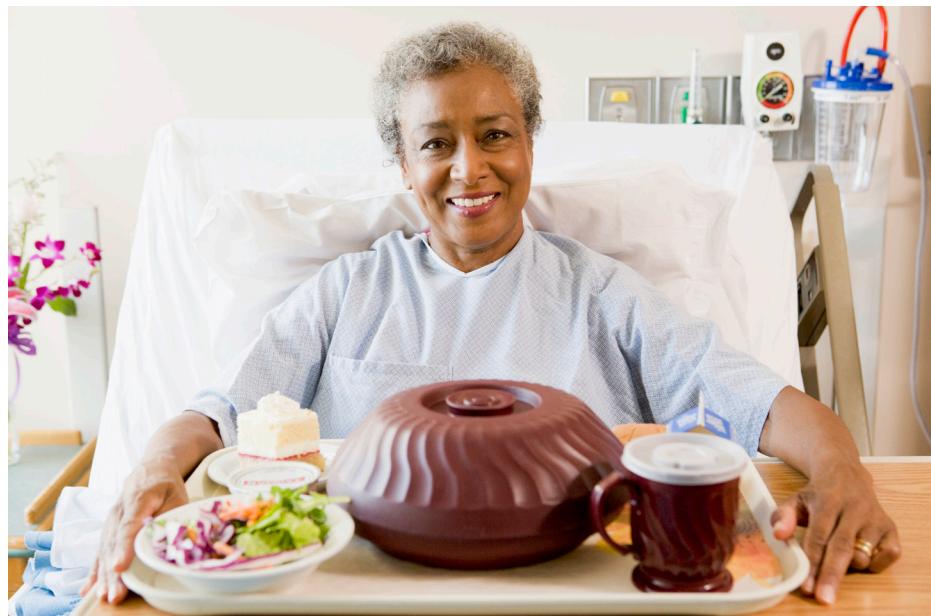


Contents

- 2** Introduction
- 3** Market engagement
- 3** The Trust's catering requirement
- 4** Context
- 7** Views from the front line
- 10** Background information
 - Overview of the current catering and vending
 - Procurement approach
 - Indicative procurement timeline
 - Links to other procurement initiatives

"This market sounding exercise provides a platform to enable the supply chain to inform and shape the procurement strategy, design and specification of a new catering contract for The Rotherham NHS Foundation Trust. It is also an opportunity to shape new approaches for the NHS and our partners across Europe".

Steph Holmes,
Head of Procurement.



Introduction

The Trust will be retendering the contract for delivery of healthcare catering services for patients, staff and visitors in 2013. The core catering contract needs to be operational by April 2014, although there is scope for other parts of the service provision to come on stream later in the year.

The Trust is using this opportunity to fundamentally re-think its catering requirements and explore alternative delivery models.

The Trust have undertaken a complete review of our catering approach and delivery system and are open to new ideas, innovative technologies and alternative approaches across the full range of its catering and vending provision.

"Understanding the current state of the art, the product and service developments coming on stream, ideas emerging from R&D projects, and opportunities for cross-fertilisation of ideas from other supply chains will help us to deliver progressive and forward thinking catering for patients, visitor and staff".

Donna Jones, Head of Facilities Services.



Market engagement

In December 2012 the Trust published a Prior Information Notice (PIN) in the Official Journal of the European Union to provide advance notice of this tender. The PIN also launched a period of market sounding and consultation in advance of the formal tender process.

“The purpose of this market engagement is to seek feedback from all parts of the supply chain on the different options that are, or could be, available given the right market conditions, that will enable the Trust to meet its requirements, unmet needs and deliver progressive improvements over the life of the contract”.

John Cartwright, Director, Estates and Facilities.

We are interested in your views on the feasibility of the requirement, the capability and capacity of the market to offer a solution that meets our requirements. We are interested in information and innovation from all parts of the supply chain that could:

- contribute to achieving improvements in one or more aspects of the requirement
- contribute to a new total solution
- provide a total solution
- involve incremental improvements or a step change in the short, medium and long term.

Have your say by returning the market sounding response form by the end of January 2013 to cateringsolution@rothgen.nhs.uk.

The response form can be accessed via the project web-page:
<http://www.therotherhamft.nhs.uk/EcoQuipPage.aspx?id=2313>

The Requirement

The requirements for catering provision have been thought through and developed by a cross-disciplinary team drawn from across the Trust and in consultation with staff and client stakeholders, the Department of Health, Department for Business, Innovation and Skills, and colleagues in healthcare organisations in the UK and other European countries.

People Centred, Low Carbon Catering Solutions

The Trust wish to procure a catering service for patients, staff, both from a clinical perspective and as consumers, and visitors that is people centred, environmentally sustainable and low carbon, and demonstrates whole-life cost savings.

1. People centred

Patient nutrition and care is at the heart of the catering provision. The patient catering provision is an essential and important part of the Trusts care delivery framework.

The Trust requires an innovative integrated solution for the provision of high-quality, patient- appropriate meals that are enjoyable, attractive, support patient recovery and is delivered as an integral part of the nursing care.

Key outcomes.

The Trust requires an integrated catering service that:

- Demonstrates a step-change in both patient mealtime experience and nutritional care
- Facilitates patient recovery
- Enables involvement of nursing staff in meal provision and accurate assessment and recording of a patients daily dietary intake
- Delivers the right meal and nutrition to patients when required
- Is flexible and versatile - for example meeting the diversity of dietetic, ethnic and cultural requirements, being available when needed outside core 'meal times'
- Provides mechanisms for a constructive interface with clinical and nursing staff and for monitoring performance and progressive service development

Staff meals

The Trust needs to ensure that staff have easy access to nutritious, high quality, enjoyable and affordable food and drinks, available and delivered in a way convenient for staff and in tune with meal breaks and shift patterns and providing, when required, a retreat from the patient environment.

Visitors

The Trust wishes to provide affordable and accessible food and drinks in a relaxed and social setting that meets the needs of different types of visitors to the hospital.

2. Environmentally sustainable, low-to-zero carbon catering

The Trust has high environmental standards and is attuned to the rising costs of energy and carbon. The Trust is a signatory to the joint public-private low carbon procurement compact 'Towards zero carbon catering'.

(see: <http://www.cpsl.cam.ac.uk/Business-Platforms/The-Prince-of-Wales-Corporate-Leaders-Group-on-Climate-Change/UK-Procurement.aspx>)

By signing this low carbon procurement compact the Trust has joined with other customers in the public and private sector to state their commitment to procuring ever lower-carbon solutions to meet our requirements, and to incorporate procurement standards that will enable the Trust to move towards zero carbon catering over the next five years.

The Trust requires the following outcomes:

- A low carbon service with progressive carbon reductions over the life of the contract in both the catering service and the wider supply chain
- Reduction in food plate and food preparation waste
- A step-change in the environmental sustainability of catering services.

Context

The NHS spends over £300 million on food and £500 million on catering overall each year (National Audit Office, Smarter Food Procurement, 2006).

The previous core catering contract was agreed in 1999 and since then much has changed in terms of health care provision, patient, visitor and staff expectations and the Trust's climate change related, environmental and carbon reduction requirements.

For example, today patient mealtimes and nutrition is seen as an integral part of patient care with nursing staff, therefore, needing to be involved with the whole meals service and be able to assess and record patients' dietary intake accurately. Staff pressures mean that systems that provide reliable data, assist analysis and save staff time have real value to the Trust.

Going forward, diversity will be a key feature of catering provision. As the patient profile changes and fewer 'well' people have stays in hospital, clinical staff anticipate that the percentage of 'standard meals' required will decrease. Instead a greater proportion of specialist meals will be needed i.e. those that cater for age, culture, therapy, disease, and lifestyle related requirements.

The Trust needs to reflect these changes in its approach to catering. The successful suppliers of the new catering contract, or contracts, will therefore need to offer a modern, people centred, low carbon catering service that demonstrates capability to demonstrate progressive improvements over the life of the contract.



"We believe that new and emerging catering service models and innovative technologies have the potential to offer benefits in terms of patient outcomes, efficiency, quality, sustainability and carbon reduction".

Juliette Greenwood, Chief Nurse.

As a partner in the EU EcoQUIP project, the Trust would be particularly interested in demonstrating innovative, products, services and solutions that contribute to delivering a people centred and / or low carbon catering provision. Other EcoQUIP partners and associate hospitals in the UK and across Europe have expressed their interest in the outcomes of this 'leader-led collaborative procurement project¹'.



1. EcoQUIP aims to create a portfolio of procurement projects that deliver a step change in the efficiency, quality and sustainability of healthcare services.



Views from the front line

Comments and thoughts from the project team

As a nurse and Director of Patient Experience I'm seeking that our new contract is all about the people we serve and how those caring for them are enabled to give of their best. Hospital food is nationally apocryphal as being poor so the starting point we're up against is hard! However if we can ensure the following ingredients are present we can really turn that around:

- Edible and tasty food to meet a wide variety of needs (nutritionally and cultural)
- Systems that embrace the 21st Century to enable flexibility and versatility – appetites can vary hour to hour never mind day to day and the approach of 'a little and often' is best to re-stimulate appetites and get the much needed calories required for recovery
- Visible and approachable catering staff who have a proactive positive relationship with nurses and dieticians that reflects our core values



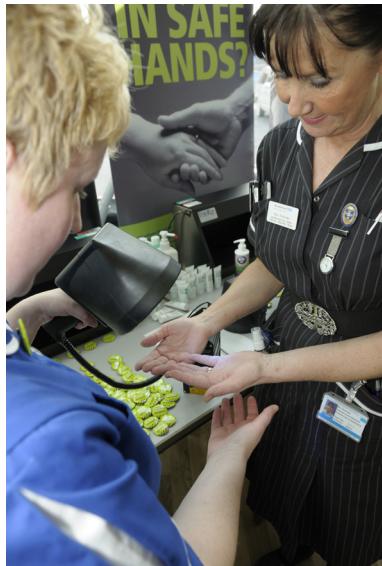
As Clinical Director, what I would like to see from the Catering contract:

- A service able to respond to patient needs and appetite meeting the broad range of Nutritional needs and cultural requirements.
- Opportunities to be able to eat with relatives if they chose to do so
- Food should be available throughout the day, be attractive and presented well, flavoursome and choices available and adapted for the client group such as the elderly and children
- Texture modified food should still look attractive
- We are looking for innovation regarding delivery and access and individuality
- Last but not least - pleasant crockery and cutlery and napkins!!

"The restaurant is currently situated some distance from most of the wards and hard to find for visitors but if you do have time to go there it does offer value, a good variety of food and space to socialise, albeit in a public area when sometimes staff would enjoy a more private space to relax and unwind."

"We have a children's ward and a maternity unit within close proximity and it would be good to be able to provide visitors to these wards, who are often in the hospital for an extended period, access to good hot and cold food and beverages and a place to relax".

"The hospital has a considerable public footfall which is both a retail and service opportunity that should reflect the Trust's values and people centred approach".



"As Lead Nurse with responsibility for Infection Prevention and Control it is vital that all catering provision demonstrates compliance with hygiene regulations and there is evidence of cold chain compliance and food temperature compliance and we will be looking for a willingness to develop a constructive and helpful relationship with the IP&C team."

"We would look for suppliers who can respond to unusual circumstances to ensure food/beverage supply. In for example extreme weather, staff working unusual patterns due to business continuity in the event of major incident etc."

"Nutrition is an integral part of overall care delivery and as such it should be

- Nutritious, appetizing and meet the comfort needs of all patients
- In-patients are now more acutely unwell than historically, therefore food should be high calorie
- Meals should be delivered flexibly, e.g. main meal and deserts all at once for very frail patients it too much at once. Little and often is more helpful for many patients.
- The team involved in ordering, preparing, delivering and evaluating meals should work collaboration"

"As a Foundation Trust we are accountable to the local people of Rotherham and it is vitally important that our patients' and members' voice is not only heard but actively influences decision making and service improvements at the Trust."

"Fit people that can eat are in and out of hospital quickly. Those that are in for longer need considered catering that is part of their recovery plan."

"Access for example in the way in which patients order food is an important part of the catering provision, for example being accessible to patients with learning disabilities, dementia and children".

Market Consultation Workshop

A market consultation workshop is being held on the **15th January** at the Trust's Woodside site, adjacent to Rotherham Hospital.

This workshop will be an opportunity for suppliers from all parts of the supply chain to find out more about the Trust's requirements and contribute to discussions regarding the finalisation of the specification and the procurement strategy.

At the workshop and throughout the market sounding and consultation the Trust will engage with the supply chain as a whole in order to understand the appetite, capacity, and capability in the supply chain to meet the Trust's procurement requirements.

Workshop programme

- 10.00** Arrivals and coffee
- 10.30** Welcome and introduction to the day
- 11.00** A people centred, low carbon catering solution for
The Rotherham NHS Foundation Trust
- 12.00** Questions and discussion
- 12.30** Introduction to the afternoon session
- 13.00** Lunch and supply chain connections
- 13.45** Break out groups
Feedback and discussion
- 16.00** Closing comments and next steps





Background Information

The Rotherham NHS Foundation Trust is a 450 bed acute Foundation Trust incorporating both community and hospital services. The Trust is an innovative, high-performing organisation that continues to develop and is one of the most forward-thinking Trusts in the UK, at the leading edge of health service reform and achieving outstanding results.

“This section contains information about the current catering provision in order to offer some background information, but as we have stressed throughout this document, potential suppliers should not assume that the Trust wishes to replace like with like and is indeed looking for new approaches and technologies.”

John Cartwright, Director of Estates and Facilities

Current catering and vending: overview

The current catering contract has been in place since 1999 and delivers the following meals daily:

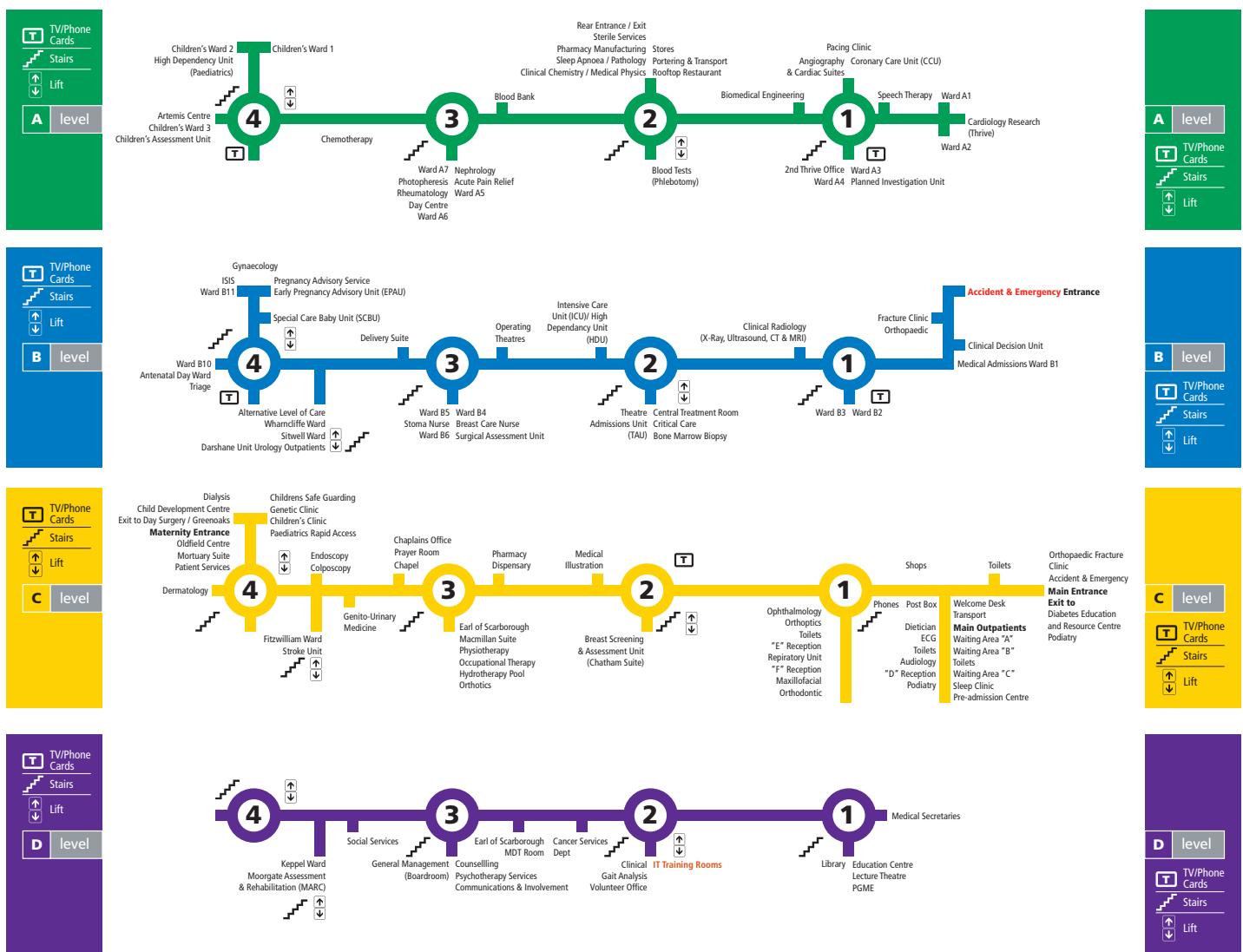
- Standard Meals – 407
- Minced Meals – 23
- Pureed Meals – 23
- Gluten Free – 2
- Children’s – 30
- Ethnic Meals – 5

Catering is currently provided across the Trust as follows:

- The Trust provided the footprint for the kitchen and restaurant with the incumbent supplier supplying kitchen equipment.
- Patient meals are ordered through a card system. Light breakfast, hot midday and evening meals are provided on a two-week approved menu cycle. The meals are delivered by trolley to wards by hospital porters and served by nursing staff.
- Snacks and beverages are provided by staff and are also available from a trolley service delivered by the on-site retail news and grocery shop.
- The main catering supplier buys in some special diet meals.
- Staff are catered for in a staff and visitor restaurant (see site plan), which provides hot meals, salad bar and sandwiches until 14.00. Outside these hours sandwiches and snacks can be bought via a vending machine.
- Staff and visitors can also buy snacks, beverages and sandwiches from retail outlets in the main entrance foyer (Amigo’s, Costa, Boots).
- The staff restaurant currently provides a guaranteed income to the Trust in a profit share arrangements with the main contractor.
- There are 10 vending machines across the site that are managed through a number of different contracts.

Site information

Space is in short supply within the Trust, in particular on Wards, so space for catering provision at ward level is limited. The main hospital building is on 4 levels. The following floor schematics are included to show the hospital layout.



Background Information



Procurement approach

The Trust intends to adopt innovation procurement good practice. This involves for example:

- Market engagement
- Use of outcome based specifications
 - The requirement and the ultimate tender specification are presented in terms of the outcomes that the Trust wishes to deliver through the contract. This gives suppliers the freedom to offer innovative approaches.
- Use of Competitive Dialogue
- Whole life cost and best value evaluation
- Seeking progressive improvements over the life of the project
- Helping suppliers to help us
- Enabling suppliers to distinguish their offering on factors other than price.

Indicative procurement timeline

PIN	December 2012
Market sounding	ends 30th January 2013
Market consultation workshop	15 January 2013
Procurement strategy	end February 2013
Site visits	(tbc) March / April / May
Invitation to Tender	April 2013
Competitive Dialogue	June-September 2013
Contracts placed	Autumn 2013

Links to other procurement initiatives

The Trust has a progressive approach to procurement and working with the Department of Health (DH) and Department for Business, Innovation and Skills, (BIS) is an active participant in a number of initiatives at a national and European level notably:

Down to Zero

The Trust is a signatory to the joint BIS / UK Corporate Leaders Group on Climate Change Low Carbon Procurement Compact 'Towards Zero Carbon Catering'.
<http://www.cpsl.cam.ac.uk/Business-Platforms/The-Prince-of-Wales-Corporate-Leaders-Group-on-Climate-Change/UK-Procurement.aspx>

LCB-HEALTHCARE

Procuring better building solutions. See the LCB-H website for the TRFT Pilot Project
<http://lowcarbon-healthcare.eu/>

EcoQUIP

Delivering Efficiency, Quality and Sustainability through Innovation procurement
 This project is part of this EU funded procurement initiative.



EcoQUIP

Delivering Efficiency, Quality and Sustainability in Healthcare



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