

October 31, 2011

Purchasing Department  
East Jefferson General Hospital  
4200 Houma Boulevard  
Metairie, LA 70006

To Whom It May Concern:

Thank you for the opportunity to propose a consulting partnership for food services management at East Jefferson General Hospital (EJGH). We believe we have supplied all the information requested in the RFP. We have also reviewed the affidavits and terms and will be very willing to have our contracts team work with EJGH to establish a mutually acceptable agreement if we're chosen to provide services at the facility.

Sincerely,

The Culinary & Nutrition Solutions Team

# East Jefferson General Hospital

## Food Services Request for Proposal

*Hospital Housekeeping Systems's  
Culinary Nutrition Solutions Response  
October 31, 2011*



East Jefferson General Hospital



**CULINARY & NUTRITION  
SOLUTIONS**  
Nourish Your Community

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## Section I: Executive Summary

### Company History

Hospital Housekeeping Systems, founded in 1975, has been providing the highest quality housekeeping and linen management services to the health care industry for more than 36 years. In that time HHS's private ownership has remained focused on providing professional support for acute-care facilities, and they now serve more than 140 hospitals throughout the country.

Culinary and Nutrition Solutions, a division of HHS, Inc., represents the next evolution of service, and an expansion of HHS's commitment to fostering long-term, mutually-beneficial partnerships within the health care industry.

Developed using a boutique approach to contract food service, our goal is not to be the biggest but simply the best. We take a hands-on approach to our partnerships, starting at the heart of your food services program – the kitchen. Starting from the “inside out” allows us to develop a truly customized program, and to provide you with in the highest quality food and service for your operation.

### Company Mission Statement

***At Culinary & Nutrition Solutions, our goal is simple:  
Provide the Best Food Service Programs in the Healthcare Industry.***

In order to accomplish this goal, we have built a foundation of service where nourishment goes far beyond the plate. As a company, we are committed to stewardship and the nourishment of not only the patients we serve, but of the entire community that surrounds them.

Our approach to professional service is rooted in:

#### Nourishing Partnership

CNS believes that financial transparency, stewardship, and clinical excellence are paramount in any successful partnership.

#### Nourishing Patients

We know that healthful, effective nourishment plays a significant role in the healing process, and we are committed to providing it.

#### Nourishing Staff

We are committed to ensuring hospital staff, administration, and visitors have access to a variety of options for healthful, delicious meals.

#### Nourishing Teamwork

We understand that the best employees are those that are well-trained, highly-motivated, and incentivized.

#### Nourishing Community

CNS is committed to using locally-sourced, organic resources whenever possible, to ensure we provide not only the highest quality food, but that we also promote environmental responsibility, support local agriculture, and help stimulate the local economy.



## Program Goals

Culinary and Nutrition Solutions (CNS), after meetings with Marylee Radtke (VP of Support Services & Supply Chain) and Michele Triche (Director of Food & Nutrition), proposes a consulting arrangement with the existing food service management team.

Our proposed consulting partnership includes the cost and quality enhancements outlined in the service component of this proposal. CNS is willing to provide our consulting management services as a Risk / Reward agreement. CNS will provide our services as described and seek payment for these services with regard to actual financial savings achieved. Satisfaction levels associated with patients, staff, physicians and visitors feeding will also be established as part of the financial compensation.

Program enhancements and financial projections are outlined in the scope of service section of our proposal.

## Our Leadership

We are confident that our team can deliver the results necessary to maintain a high-quality and cost-effective food service program that addresses your specific program goals.

**Keith O’Neill, RD**  
**President**  
*Culinary & Nutrition Solutions*



A Registered Dietitian, O’Neill has more than three decades of experience in the food services industry. After working as a Food Services Director at a variety of hospitals, O’Neill formed his own food service company, O’Neill & Associates, Inc., in 1989.

O’Neill & Associates, Inc., grew to serve 23 acute-care facilities in four states, with a managed volume of more than \$30 million. O’Neill’s success brought him to the attention of a large support service corporation, which purchased O’Neill & Associates in 1997. O’Neill was brought on as President of Food Service, and under his leadership, the company added 65 new accounts and brought in more than \$100 million annually over the following eight years.

In 2010, HHS teamed up with O’Neill to launch Culinary & Nutrition Solutions, with the express goal of getting back to his roots in food service, and providing a healthy, locally-sourced, high-quality food service option to the health care industry.



**George Levins**  
**President of Business Development**  
*Hospital Housekeeping Systems*  
*Culinary & Nutrition Solutions*



George Levins has excelled in both food service sales and operations for more than 20 years. He began his health care career in 1989 as a sales representative for Baxter Healthcare, and was named “Rookie of the Year.” Now, more than two decades later, Levins has been named President of Business Development for Hospital Housekeeping Systems (HHS) and Culinary & Nutrition Solutions (CNS).

Prior to joining HHS & CNS, Levins served as a Senior Vice President of Canteen Dining for Morrison Management Specialists, overseeing operations for 330 dining accounts, which generated hundreds of millions of dollars in revenue annually. Most recently, he led the sales division of Horizon Software (the largest food service technology provider in the K-12, senior, and health care markets, touting more than 1,200 customers), where he set sales records for four straight years.

Levins is a former U.S. Marine Captain and graduated Summa Cum Laude from Florida’s St. Leo University with a Bachelor of Arts degree; he currently resides in Alpharetta, Georgia.

**William Bessette**  
**Vice President of Business Development**  
*Culinary & Nutrition Solutions*



William Bessette’s career in health care food service management began in 1996, when he was named Regional Culinary Director for Morrison’s Healthcare. Previously, he gained nearly 20 years of experience as a District Manager for Morrison Cafeterias, developing Chef training programs and establishing a company-wide Product Standardization Initiative.

Bessette was quickly promoted to Regional Director of Operations for Morrison’s Healthcare in 1997, and then to Vice President in 1999. After leaving Morrison’s, Bessette held Vice Presidential roles with Luby’s Restaurants, Inc., where he spearheaded business development and the implementation of their new Culinary Services Division, including crafting operational guidelines and establishing service processes.

In 2011, Bessette brought his extensive hands-on experience to the Culinary & Nutrition Solutions team as Vice President of Business Development.

Bessette is a graduate of West Florida University and currently resides in Houston, Texas.



## Section II: Observations & Recommendations

### General Observations

Keith O’Neill, RD, President of Culinary and Nutrition Solutions, and Shane Mischler, Executive Chef, observed the East Jefferson General Hospital Food Service operation on Wednesday, October 19, 2011. In an effort to understand the full scope of the operation, the retail service was also observed on Saturday and Sunday, October 22 and 23, 2011.

The general observation is that the department’s staff is capable and interested in providing quality meals and services to the patients, staff, physicians and visitors. There is an opportunity to increase the number of management team members to improve coverage and ensure high quality food and service. The following observations and recommendations are a sample of the issues that, when corrected, will positively impact the overall quality, service, and cost of the Food Service Department.

### Patient Services Observations

1. **Observation:** Based on the number of observed concerns during our visit, there is a lack of qualified management support to insure that established quality programs and standards are achieved. Culinary and Nutrition Solutions (CNS) believes that increasing the number of management team members that possess greater food service experience and culinary expertise will significantly improve the quality food service program.

**Recommendation:** CNS proposes a management team of seven (7) highly-trained professionals, including the existing director, to execute the processes and programs outlined in our proposal. In addition, the CNS corporate executive team will provide on-site visits to ensure that all programs are meeting the established cost and quality standards.

2. **Observation:** Patients receive a menu selection, but when trays are assembled and transported to the floors, there is an extensive amount of time before they are delivered to the patients.

**Recommendation:** We recommend implementing the Culinary and Nutrition Solutions “Ambassador Program.” This program is designed to ensure one-on-one verbal communication with each patient for menu selection and food delivery for each and every meal. The Ambassador is scheduled for an eleven-hour shift and is responsible for a set number of patients. The Ambassador offers patients the “Chef Special” menu for each meal, and will also pass and pick up the trays for these patients for each meal. The Ambassador becomes an extension of the nursing team and has the flexibility to adjust the menu and delivery times to meet every patient’s food service needs. The Ambassador spends the majority of his or her day on the floor interacting with their patients, thus allowing nursing staff to focus on their specific responsibilities. This high-touch level of service has a very positive impact on patient satisfaction and creates a greater sense of service and hospitality.

3. **Observation:** There is opportunity for the Management staff to actively provide daily rounds on the patient floors. Meetings with the nursing leadership confirmed that the food service management team does not routinely visit with nursing staff or patients on the floors. According to comments from nursing, food service issues often go unresolved until a member of senior management is engaged to fix the problem.



**Recommendation:** The CNS Patient Ambassador Program establishes a specific floor/floors for each of the seven management team members. This team is required to visit every patient on their floor at least once during each patient’s stay. The management team is required to visit their floor daily, and to meet with nursing leadership to discuss any food service concerns and patient issues, and resolve them immediately.

- 4. Observation:** Comments from EJGH leadership and Café customers revealed a need for a healthy lifestyle dining option.

**Recommendation:** CNS proposes to create a ‘Healthy Lifestyles’ dining option at the hot entrée station. There is adequate space at the hot food stations to convert one to a Healthy Cuisine concept. This concept is detailed in the Retail-focused portion of Section VI of this RFP response. It will include hot and cold protein items, fresh grilled fruit and vegetables, fresh entrée salads, vegetarian options, Lifestyles 500 selections, (a complete meal under 500 calories), etc. Additional menu variety and higher-quality foods will provide additional income and greater customer satisfaction.

- 5. Observation:** Customer interviews revealed limited “monotony breakers” or special, theme celebration meals being offered in the Café.

**Recommendation:** CNS promotes special theme celebration meals in the cafeteria 40-50 times a year. These celebrations are special meals in addition to the Chef Special. These meals will include special holiday celebrations, patio barbecues, birthday celebrations, etc. One of our most popular special events involves hosting a favorite local restaurant. CNS has established agreements with several famous New Orleans establishments such as Mother’s Restaurant, the Red Fish Grill, Deju Vu, Mr. B’s and Brennan’s for possible service at EJGH. We are confident that customers will come from all over the EJGH campus to sample some of New Orleans favorite cuisine. We have also discussed with the management of Mother’s Restaurant the possibility of incorporating one of their more popular dishes on the regular patient menu.

- 6. Observation:** The sanitation of the Café and Coffee Shop was not up to standard. The serving counters were cluttered and food spills were not attended to. Dining tables were messy with food and beverage debris, and were seldom cleaned during peak serving periods.

**Recommendation:** CNS has developed a Retail Manager position and Sous Chef position to be dedicated full-time to the Café and Coffee Shop to improve management of both areas. In addition, we have provided a dining room attendant in our proposal to maintain the cleanliness of the serving area and dining facilities.

- 7. Observation:** We observed the Our House Café during the evening hours and on the weekends. The number of customer transactions was very limited. Most of the stations are not used for the evening and weekend service, and food is produced in full pans and sits on the line for the entire serving period.

**Recommendation:** Closing the Our House Café in the evenings and on weekends will result in the better utilization of staff and a reduction in food waste. The menu can be expanded in the Fountain Deli Café to include more hot selections along with the pizza and sandwiches currently served at Our House Café. Preparing



the food products closer to serving time will improve the food quality and also significantly reduce both waste and food costs.

## Patient & Staff Food Production Observations

1. **Observation:** Standardized recipe and production sheets were not being utilized by the staff. Many foods were over-cooked and bland. Food was produced far in advance of service times.

**Recommendation:** Quality food production is the nucleus to the success of the CNS program. Use of standardized recipes and production sheets is the basic principal for every food item produced. The roles of the Executive Chef and Sous Chefs are to train the staff in the proper techniques of quality food production. Continued review of the established procedures, implementation of test trays, and food sampling are standard processes used to ensure quality food production.

2. **Observation:** Food for both the patient tray line and the cafeteria was cooked far in advance of service. Many of the entrees and vegetables were fully-cooked by the start of the meal period and held on the steam line for the length of the meal period.

**Recommendation:** CNS's executive-trained culinary professionals will institute the process of batch cooking for all food items. This process will ensure that foods are cooked just prior to service. The proposed cafeteria renovation will allow for the cooking of food at various stations, and only reduce the need to prepare orders in advance of service. Expanding the management team to seven members and utilizing the skills of culinary-trained Sous Chefs in both the patient and retail areas will improve food quality and service.

3. **Observation:** Excessive amounts of frozen and canned products were used for food preparation. Frozen food products were placed in a serving pan, steamed and placed on both the patient and cafeteria lines without any type of seasoning, etc.

**Recommendation:** Culinary and Nutrition Solutions menus proudly promote the use of fresh meats, fish, poultry and vegetables. Our menu program relies on seasonal products which are superior in quality and flavor, and are less costly than canned or frozen products. CNS's standard recipes provide for seasoning all products for both cafeteria and patient feeding. In addition, we have partnered with Jason's Deli to provide their signature soups for both our patient and cafeteria menus. Jason's Deli is a familiar brand in the South, where the majority of their 140 restaurants are located.

4. **Observation:** There is an opportunity to improve the overall sanitation of the Kitchen and Cafeteria.

**Recommendation:** Job routines will be detailed with specific cleaning responsibilities for all kitchen and cafeteria staff. Kitchen and cafeteria equipment check lists will be developed along with the routines. Compliance with the established standards is mandatory. As a division of HHS, sanitation procedures are very important components of CNS's food service program.



5. **Observation:** Cold patient food items, chef salads, desserts, etc., were not stored in the four (4) mobile refrigerators during patient tray assembly.

**Recommendation:** Providing greater management support with the Executive and Sous Chefs, along with the Patient Services Manager, will ensure compliance with all standard food production and assembly processes.

6. **Observation:** Production staff members were observed producing food without hair restraints or gloves. Cooks were observed cutting meat and produce without protective cutting gloves.

**Recommendation:** Increasing the number of trained management team members to seven, and utilizing qualified culinary chefs, will improve the overall food production and adherence to safety programs in the kitchen.

## Our House Café and Fountain Deli Café /Coffee Shop

1. **Observation:** The Our House Café is outdated and the traffic flow is less than ideal. The serving counters require staff to serve food all food items. During our weekend survey, there was a lack of qualified management oversight of the retail areas.

**Recommendation:** CNS is willing to provide up to \$250,000; this recommended capital investment will improve the overall aesthetic appeal, increase the number of serving station options and improve the quality food presentation. We believe that for a quarter of the cost of a full-blown renovation, we can provide a new, fresh aesthetic look, improve the traffic flow and significantly enhance the quality of the dining experience. Our corporate partner provides world-class renovations that will make the Café space look new. We also recommend modifying the current serving stations to increase menu options, provide for a healthy lifestyle options and improve the overall traffic flow. The full plan is detailed in Section VI of this RFP response.

2. **Observation:** There is opportunity to improve the quality of food produced and served in the Our House Café. Food was prepared too far in advance of service and lacked proper seasoning. Food was held for extended time periods during serving periods. There was a lack of Management personnel to oversee the retail operations, especially for the evening and weekend hours.

**Recommendation:** CNS has proposed an increase in the number of management personnel. The Executive and Sous Chefs will provide greater management over food production. The Retail Manager will provide greater management oversight of the retail service and staff.

3. **Observation:** Retail staff did not appear to be engaged. Customers at the grill area were not attended to in a timely fashion.

**Recommendation:** Improved staff training and better management oversight is required. Converting the grill station to a self-service heated shelf with overhead lights, will improve the service component. We recommend having the grill cook prepare a limited variety of burgers, brats, fresh grilled chicken and fish sandwiches, etc., to be placed in skillet and available for self-service. The customers can assemble and top their own sandwiches, which will improve service speed, quality, presentation, and customer satisfaction.



## Section III: Financial Plan

### Audited Financial Statement



East Jefferson General Hospital



**CULINARY & NUTRITION  
SOLUTIONS**  
Nourish Your Community

**HOSPITAL HOUSEKEEPING  
SYSTEMS, LLC**

**Combined Financial Statements as of  
and for the Year Ended  
December 31, 2010 and Independent  
Auditors' Report**





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## INDEPENDENT AUDITORS' REPORT

To the Board of Directors and Owners of  
Hospital Housekeeping Systems, LLC:

We have audited the accompanying combined balance sheet of Hospital Housekeeping Systems, LLC, and its affiliate (collectively, the "Company") as of December 31, 2010, and the related combined statements of income, changes in owners' capital, and cash flows for the year then ended. The combined financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on the combined financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the combined financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the combined financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the combined financial statements referred to above presents fairly, in all material respects, the financial position of the Company as of December 31, 2010, and the results of its operations and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

*Maxwell Locke & Ritter LLP*

June 6, 2011

*Affiliated Companies*

ML&R PERSONNEL SOLUTIONS LLC

*"The Resource for Direct Hire & Project Staffing"*

ML&R WEALTH MANAGEMENT LLC

*"A Registered Investment Advisor"*

*This firm is not a CPA firm*

# HOSPITAL HOUSEKEEPING SYSTEMS, LLC

## COMBINED BALANCE SHEET DECEMBER 31, 2010

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### ASSETS

#### CURRENT ASSETS:

Cash and cash equivalents	\$ 7,549,390
Restricted cash	364,664
Accounts receivable, less allowance of \$194,159	2,529,636
Supplies	114,572
Prepaid expenses and other current assets	1,176,758

Total current assets 11,735,020

PROPERTY AND EQUIPMENT, net 2,964,194

NOTES RECEIVABLE - RELATED PARTY 1,974,077

OTHER ASSET 667,000

TOTAL \$ 17,340,291

### LIABILITIES AND OWNERS' CAPITAL

#### CURRENT LIABILITIES:

Accounts payable	\$ 950,782
Accrued payroll and benefits	5,106,487
Accrued insurance liabilities	1,153,732
Other accrued expenses	1,061,837
State taxes payable	550,604
Deferred revenue	1,085,473
Distributions due to owners	1,160,119

Total current liabilities 11,069,034

DEFERRED COMPENSATION 213,837

Total liabilities 11,282,871

OWNERS' CAPITAL 6,057,420

TOTAL \$ 17,340,291

See notes to combined financial statements.

# HOSPITAL HOUSEKEEPING SYSTEMS, LLC

## COMBINED STATEMENT OF INCOME YEAR ENDED DECEMBER 31, 2010

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### REVENUE-

Contract revenue, net \$ 147,322,142

### OPERATING EXPENSES:

Productive labor and wages	79,655,683
Management salaries and bonuses	34,018,937
Supplies and equipment	4,739,040
Workers compensation insurance	2,826,972
Travel, training and education	2,507,734
Health and employee benefits	2,399,508
General liability insurance	1,506,597
Consulting fees and contract services	923,910
Depreciation and amortization	572,434
Legal and accounting fees	434,710
Communications expense	389,231
Employee events, subscriptions and contributions	285,448
GPO rebate	276,447
Miscellaneous fees and expenses	253,053
Facilities and utilities	238,550
Pre-employment screening	232,998
401(k) employer portion	134,735
Bad debt	130,869
Advertising	78,401
Bank fees and service charges	40,596

Total operating expenses 131,645,853

### INCOME FROM OPERATIONS

15,676,289

### OTHER INCOME (EXPENSE):

Rental revenue	157,644
Interest income	19,160
Interest expense	(20,495)

Total other income, net 156,309

### INCOME BEFORE TAXES

15,832,598

Margin tax (969,273)

### NET INCOME

\$ 14,863,325

See notes to combined financial statements.

# HOSPITAL HOUSEKEEPING SYSTEMS, LLC

## COMBINED STATEMENT OF CHANGES IN OWNERS' CAPITAL YEAR ENDED DECEMBER 31, 2010

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<b>OWNERS' CAPITAL - December 31, 2009</b>	\$ 4,665,326
Sale of units	1,095,500
Distributions to owners	(14,566,731)
Net income	<u>14,863,325</u>
<b>OWNERS' CAPITAL - December 31, 2010</b>	<u><u>\$ 6,057,420</u></u>

See notes to combined financial statements.

# HOSPITAL HOUSEKEEPING SYSTEMS, LLC

## COMBINED STATEMENT OF CASH FLOWS YEAR ENDED DECEMBER 31, 2010

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### CASH FLOWS FROM OPERATING ACTIVITIES:

Net income	\$ 14,863,325
Adjustments to reconcile net income to net cash provided by operating activities:	
Depreciation and amortization	572,434
Bad debt expense	130,869
Changes in assets and liabilities that provided (used) cash:	
Accounts receivable	1,189,174
Supplies	55,144
Prepaid expenses and other current assets	(315,691)
Accounts payable	(92,978)
Accrued payroll and benefits	688,061
Accrued insurance liabilities	(625,485)
Other accrued expenses	364,917
State taxes payable	180,846
Deferred revenue	(150,988)
Deferred compensation	(10,100)
Net cash provided by operating activities	<u>16,849,528</u>

### CASH FLOWS FROM INVESTING ACTIVITIES:

Decrease in restricted cash	90,318
Purchase of property and equipment	(442,021)
Payments on notes receivable - related parties	174,942
Net cash used in investing activities	<u>(176,761)</u>

### CASH FLOWS FROM FINANCING ACTIVITIES:

Payments on long-term debt	(1,540,751)
Sale of ownership units	1,095,500
Distributions to owners	(14,185,789)
Net cash used in financing activities	<u>(14,631,040)</u>

**NET CHANGE IN CASH AND CASH EQUIVALENTS** 2,041,727

**CASH AND CASH EQUIVALENTS, beginning of year** 5,507,663

**CASH AND CASH EQUIVALENTS, end of year** \$ 7,549,390

### SUPPLEMENTAL DISCLOSURES:

Cash paid during the year:	
Interest	<u>\$ 20,495</u>
Margin taxes	<u>\$ 465,651</u>
Noncash investing and financing activities-	
Accrued distributions to owners	<u>\$ 380,942</u>

See notes to combined financial statements.

# HOSPITAL HOUSEKEEPING SYSTEMS, LLC

## NOTES TO COMBINED FINANCIAL STATEMENTS DECEMBER 31, 2010

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### 1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

**Organization** - Hospital Housekeeping Systems, Ltd. was formed in January 2001 as a Texas limited partnership. Effective March 31, 2010, Hospital Housekeeping Systems, Ltd. and Hospital Housekeeping Systems GP, LLC merged to form Hospital Housekeeping Systems, LLC (“HHS”). HHS and its affiliate, Hospital Housekeeping Systems, Inc. (“HHSI”) (collectively, the “Company”), share common ownership and management. The Company has been providing contract housekeeping and linen management services to the healthcare industry for more than thirty years.

**Basis of Presentation** - The accompanying combined financial statements include the accounts of HHS and its affiliate, HHSI. The combined financial statements are presented in accordance with accounting principles generally accepted in the United States of America as defined by the Financial Accounting Standards Board Accounting Standards Codification. All significant intercompany amounts have been eliminated in combination.

**Accounting Estimates** - The preparation of combined financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

**Cash and Cash Equivalents** - The Company considers all highly liquid investments acquired with an original or remaining maturity of three months or less at the date of purchase to be cash equivalents.

**Restricted Cash** - The Company maintains four bank accounts as collateral under current and former insurance policies.

**Accounts Receivable** - Accounts receivable consists of amounts due from customers for services rendered. Account balances which are past due are considered delinquent and management begins collection efforts at this time. Delinquent account receivable invoices do not accrue interest. The Company provides credit in the normal course of business to customers and continually monitors each customer’s credit worthiness individually and recognizes allowances for estimated bad debts on customer accounts that are no longer estimated to be collectible.

**Supplies** - Supplies consist primarily of housekeeping related supplies utilized in the provision of services to the Company’s customers. Amounts are carried at the lower of cost or market, first-in, first-out basis.

**Property and Equipment** - Property and equipment are recorded at cost. Depreciation and amortization are computed using the straight-line method over the estimated useful lives of the related assets. Building and improvements are depreciated over 5 to 40 years. Equipment and furniture are depreciated or amortized over 3 to 5 years. Repairs, maintenance and minor replacements are charged to expense as incurred.

**Long-Lived Assets** - The Company reviews long-lived assets for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Recoverability of these assets is measured by comparison of their carrying amounts to future undiscounted cash flows that the assets are expected to generate. If long-lived assets are considered to be impaired, the impairment to be recognized equals the amount by which the carrying value of the assets exceeds estimated fair value and is recorded in the period the determination was made. Management believes there was no impairment of long-lived assets as of December 31, 2010.

**Fair Value Measurements** - Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value accounting requires characterization of the inputs used to measure fair value into a three-level fair value hierarchy as follows:

Level 1 - Inputs based on quoted prices in active markets for identical assets or liabilities.  
An active market is a market in which transactions occur with sufficient frequency and volume to provide pricing information on an ongoing basis.

Level 2 - Observable inputs that reflect the assumptions market participants would use in pricing the asset or liability developed based on market data obtained from sources independent from the entity.

Level 3 - Unobservable inputs that reflect the entity's own assumptions about the assumptions market participants would use in pricing the asset or liability developed based on the best information available.

There are three general valuation techniques that may be used to measure fair value: 1) market approach – uses prices generated by market transactions involving identical or comparable assets or liabilities, 2) cost approach – uses the amount that currently would be required to replace the service capacity of an asset (replacement cost), and 3) income approach – uses valuation techniques to convert future amounts to present amounts based on current market expectations.

**Revenue Recognition** - The Company recognizes revenue when persuasive evidence of an arrangement exists, services have been delivered, collection is reasonably assured, and the fee is fixed or determinable. Revenues are recognized as services are provided in accordance with terms of the respective contractual agreements. Deferred revenue represents customer collections received in advance of the services being rendered.

**Advertising Costs** - Advertising costs are charged to expense as incurred. The Company incurred advertising costs of \$78,401 for the year ended December 31, 2010.

**Income Taxes** - HHS is a limited liability company and HHSI is a subchapter-S corporation and, accordingly, neither entity pays federal income taxes. Such taxes are the responsibility of the individual owners. The Company is subject to state income taxes in those states in which it operates, as defined under the applicable state statutes and rules.

**Concentration of Credit Risk** - Financial instruments that potentially subject the Company to credit risk consist of cash and cash equivalents and accounts receivable. The Company places its cash and cash equivalents with a limited number of high quality financial institutions and may exceed the amount of insurance provided on such deposits. Management believes no significant risk exists with respect to cash and cash equivalents. For accounts receivable, the Company performs ongoing credit evaluations of each customer's financial condition and generally does not require collateral. Although the Company does not currently foresee a credit risk associated with accounts receivable, repayment is dependent upon the financial strength of the customers.

## 2. PROPERTY AND EQUIPMENT

Property and equipment consisted of the following as of December 31, 2010:

Equipment	\$ 4,127,999
Building and improvements	2,254,038
Land	<u>396,449</u>
Total	6,778,486
Less accumulated depreciation and amortization	<u>(3,814,292)</u>
Total	<u>\$ 2,964,194</u>

## 3. OTHER ASSET

Other asset represents the Chief Executive Officer's residence that was purchased during 2009 as a result of his relocation to the corporate office in Austin, Texas. As of December 31, 2010, the residence is being leased out on a month to month basis as investment property. Other asset is stated at fair value based on level 2 observable inputs that reflect the assumptions market participants would use in pricing the asset developed based on market data obtained from sources independent from the Company.

## 4. LINE OF CREDIT

HHS has an outstanding \$2,000,000 line of credit with interest payable monthly on outstanding balances at the federal prime rate plus 1% (4.25% at December 31, 2010). The line of credit matures in October 2011, is collateralized by customer accounts, and is guaranteed by certain owners. No amounts were drawn on the line of credit during 2010.

The line of credit agreement contains financial covenant restrictions which, among other things, require a minimum capital balance and specific financial statement ratios.

## 5. ACCRUED INSURANCE LIABILITIES

As of December 31, 2010, HHS has self-insured policies for general liability, health insurance and workers' compensation. For each of the coverages, HHS engages a third-party administrator to handle the claims processing and reporting. HHS estimates its costs under these policies and has recorded accrued liabilities as of December 31, 2010 as follows:

Accrued health	\$ 334,688
Accrued workers' compensation	212,235
Accrued general liability	<u>606,809</u>
Total accrued insurance liabilities	<u>\$ 1,153,732</u>

Advance payments, which are held in reserve for future claims, and a collateral deposit that pertained to HHS's workers' compensation self-insured policies totaled \$364,664 at December 31, 2010.

## 6. RELATED PARTY TRANSACTIONS

In May 2008, HHS issued a note receivable totaling \$1,750,000 to an owner for the purchase of real property. Interest accrues at the Fidelity Daily Money Fund Money Market rate and is payable quarterly beginning August 2008. A principal payment of \$500,000 is due within 10 days of demand and the remaining principal is due, along with any unpaid interest, within 45 days after demand is made. If no demand is made, the note receivable matures in May 2016. The note receivable is secured by all security agreements, collateral assignments, deeds of trust, mortgages and lien instruments executed by the owners. As of December 31, 2010, notes receivable from the owner and accrued interest, totaled \$1,700,000.

From time to time HHS issues loans to other owners and employees. During 2010, HHS received \$174,942 in payments in relation to these loans. As of December 31, 2010, notes receivable from employees and accrued interest, including those due from other owners, totaled \$224,077.

The Company routinely makes distributions to its owners, including amounts to cover the estimated income taxes associated with the Company's profits. As of December 31, 2010, the Company accrued \$1,160,119 in distributions which were paid to its owners in January 2011.

## 7. RETIREMENT AND RETENTION PLANS

HHS sponsors a 401(k) plan (the "Plan") for employees that meet various eligibility requirements. An employee becomes eligible to participate in the Plan on the first day of the calendar quarter after completing one month of service. The Plan is subject to the provisions of the Employee Retirement Income Security Act of 1974. During 2010, the Company made contributions into the plan in the amount of \$134,735.

During 2009, HHS established a non-qualified benefit program (the “Program”) for selected executives in an effort to retain these selected individuals. These executives are given the opportunity to defer taxation on a portion of their salary and bonus and are provided with profit distributions as if they had an ownership position in HHS. As of January 1, 2011, HHS amended and restated the Program to include key employees and adjust to fair value the contributions made into the program on a quarterly basis. The increase or decrease in value is applied to the respective holder balance. As of December 31, 2010, contributions made in connection with the Program were accrued as a long-term liability in the amount of \$213,837.

## **8. COMMITMENTS AND CONTINGENCIES**

The Company is involved in various legal proceedings which arise from time to time in the normal course of business. While the results of such matters generally cannot be predicted with certainty, management does not expect any such matters to have a material adverse effect on the combined financial position as of December 31, 2010.

HHS leases storefront space to a tenant under a noncancelable long-term lease. The lease requires additional payments for common area maintenance and contains a five-year renewal option. The lease expires in July 2018 but includes an early termination option in the fifth year if the tenant’s gross sales do not meet a minimum threshold.

## **9. SUBSEQUENT EVENTS**

The Company purchased office space in May 2011 to be used as their new headquarters in Austin, Texas. In conjunction with the office space purchase, the Company entered into a \$8,750,000 revolving line of credit agreement. Interest accrues quarterly beginning in August 2011 at a defined Prime rate and all outstanding principle and unpaid accrued interest is due in May 2016. The revolving line of credit agreement contains financial covenant restrictions which, among other things, require a minimum capital balance and specific financial statement ratios.

The Company has evaluated subsequent events through June 6, 2011 (the date the combined financial statements were available to be issued), and no additional events have occurred from the balance sheet date through that date that would impact the combined financial statements.

## Financial Documents



East Jefferson General Hospital



**CULINARY & NUTRITION**  
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<b>Summary</b>	<b>Costs</b>	
Salaries Expense	\$2,691,892	
Food Expense	\$2,270,335	
Direct Expense	\$516,119	
Support Expense	\$180,000	
<b>TOTAL OPERATIONAL EXPENSE</b>	<b>\$5,658,347</b>	
Department Revenue	\$1,923,000	
Department Credit	\$605,571	
<b>TOTAL REVENUE &amp; CREDIT</b>	<b>\$2,528,571</b>	
<b>NET COST</b>	<b>\$3,129,776</b>	
BUDGETED PATIENT DAYS	109,164	
<b>NET COST PER PATIENT DAY</b>	<b>\$28.67</b>	

# CLIENT PAYROLL

<b>Client Hourly Payroll -</b>	
Productive Payroll	
Non-Productive Payroll	
Other Payroll Costs	
<b>Client Management/Clinical Payroll -</b>	
Management Payroll	
Clinical Payroll	
<b>Sub-total Payroll</b>	
Tax & Fringe Benefits	
<b>TOTAL Client Payroll</b>	
<b>PAYROLL</b>	
<b>Contractors Hourly Payroll -</b>	
Productive Payroll	\$1,451,428
Non-Productive Payroll	\$87,086
Other Payroll Costs	\$0
<b>Contractors Management/Clinical Payroll -</b>	
Management Payroll	\$360,000
Clinical Payroll	\$255,000
<b>Subtotal Payroll -</b>	\$2,153,514
Less Client Meal Benefit Credit	\$0
Taxes and Fringe Benefits	\$538,378
<b>Total Contractors Payroll -</b>	<b>\$2,691,892</b>
Sales Tax (if applicable)	<b>\$0</b>
<b>TOTAL DEPARTMENT PAYROLL EXPENSE</b>	<b>\$2,691,892</b>

# PATIENT FOOD

<b>Patient Food Services -</b>	
Census Meals	\$698,187
Nourishments	\$28,617
Floor Stock	\$138,314
Commercial Supplements	\$128,775
Other Patient Food (including Observation, Outpatient and ER Meals)	\$72,547
<b>Total Patient Food Services</b>	<b>\$1,066,440</b>

## RETAIL & NON-PATIENT FOOD SERVICES

<b>Retail -</b>	
Cafeteria Food Cost	\$880,000
Other Retail Food Cost	\$0
<b>Non-Patient Food Services -</b>	
Internal Catering	\$92,500
Special Functions, External Catering	\$78,000
Department Requisitions	\$0
Doctors Dining	\$109,520
Volunteer Meals, Included	\$0
Administrative Meals, Included	\$0
Management Meals, Included	\$0
Other Free Meals, Included	\$0
Doctors Dining	\$0
Employee Free Beverages	\$11,000
Employee Free Meals	\$32,875
Other Free Meals	\$0
Other	\$0
<b>Total Retail &amp; Non-Patient Food Services</b>	<b>\$1,203,895</b>
<b>Sales Tax (if applicable)</b>	<b>\$0</b>
<b>TOTAL FOOD EXPENSE</b>	<b>\$2,270,335</b>

# DIRECT

Office Supplies / Forms	\$11,414
Internet	\$1,960
Postage / FedEx / Airborne	\$1,384
Laundry / Linen	\$11,529
Uniforms	\$5,200
Kitchen Smallwares	\$23,076
China / Silver / Glass / Dinex replacement	\$40,000
Kitchen Janitorial Supplies	\$10,000
Nourishment Paper	\$12,000
Patient Services Paper / Printing	\$46,117
Chemical / Supplies	\$11,553
Maintenance & Repair	\$0
Performance Bond	\$0
Flowers	\$2,400
Equipment Rental	\$0
paper disposables	\$192,300
Local Store Marketing	\$5,880
Patient Education Materials	\$3,805
Mgmt. Travel & Education	\$1,499
Clinical Travel & Education	\$1,153
Clinical license renewals and dues	\$400
Licenses & Permits	\$1,384
General Insurance	\$13,846
Retail Services Paper/Printing	\$4,612
Depreciation	\$0
CEU's/Training	\$1,200
Depreciation	\$50,000
Cost of Money	\$3,000
Property Tax	\$625
Employee Recruitment	\$1,200
Computer Support / IT	\$0
SIVA	\$0
Blackberry	\$3,600
Horizion	\$0
Employee Background Screens	\$3,900
Credit Card Charge	\$29,700
Delivery Vec	\$0
Armored Car / Security	\$7,200
Sales Tax on Directs	\$14,183
<b>TOTAL DIRECT EXPENSE</b>	<b>\$516,119</b>

# **SUPPORT EXPENSE**

G & A Expense	\$70,000
Management Fee	\$110,000
<b>TOTAL SUPPORT EXPENSE</b>	<b>\$180,000</b>

# REVENUE

<b>CAFETERIA SALES (After Tax)</b>	
Cafeteria	\$1,760,000
Other Retail	\$0
<b>Total Cafeteria Sales</b>	<b>\$1,760,000</b>
<b>OTHER REVENUE</b>	
New Concept 1	\$0
New Concept 2	\$0
New Concept 3	\$0
<b>Total Other Revenue</b>	<b>\$0</b>
<b>Vending Commission</b>	<b>\$163,000</b>
<b>TOTAL REVENUE</b>	<b>\$1,923,000</b>

<b>CREDIT</b>	
Nourishments	\$24,484
Floorstocks	\$118,340
Supplements	\$110,179
Observation Meals	\$0
Outpatient Meals	\$41,347
ER Meals	\$0
TCC Meals	\$0
Pt. Birthday meals	\$0
Celebration Meals	\$31,200
Inpatient Consult Revenue	\$0
Outpatient Consult Revenue	\$0
Internal Catering	
Volunteer Meals	\$92,500
Dietary Free meals	\$0
Doctors Dining	\$0
Department Requisitions	\$0
External Catering	\$109,520
Other	\$0
Other	\$78,000
Administration Meals	\$0
Doctor Charge Meals	\$0
Management Meals	\$0
Other Free Meals	\$0
<b>TOTAL CREDITS</b>	<b>\$605,571</b>

# RELOCATION

<b>MANAGEMENT RELOCATION</b>	
Salary Reimbursement	\$0
Moving Expense	\$8,000
Manager Pre-Start	\$0
Manager Temporary Living Arrangements	\$2,000
Miscellaneous	\$0
<b>Total Relocation</b>	<b>\$10,000</b>

# START-UP & TRANSITION (Instructional Team)

Executive Chef (5 days @ \$500)	\$2,500
Patient Services Expert (5 days @ \$300)	\$1,500
Retail Services Expert (5 days @ \$300)	\$1,500
Computer/IT Expert (2 days @ \$350)	\$700
RDO/RDC/RDN (5 days @ \$500)	\$2,500
Travel and Lodging	\$0
<b>Total Transition</b>	<b>\$8,700</b>

# TOTAL START-UP & TRANSITION \$18,700

**Patient Menu Cycle – Chef’s Special Menu: Breakfast**

	<i>Sunday</i>	<i>Monday</i>	<i>Tuesday</i>	<i>Wednesday</i>
<b>Regular</b>	Fresh Coffee Chilled Orange Juice Turkey Bacon with Cheddar Omelet Fresh Fruit Medley Home fries	Fresh Coffee Chilled Orange Juice Scrambled Eggs Grilled Smoked Sausage Fried Apples with Cinnamon Wheatberry Toast	Fresh Coffee Chilled Apple Juice Poached Eggs Grilled Crispy Applewood Bacon Citrus Salad English Muffin	Fresh Coffee Chilled Orange Juice Ham and Roma Tomato Frittata Fresh Berries with Vanilla Yogurt Toasted Sourdough
<b>ADA</b>	Fresh Coffee Chilled Cranberry Juice Turkey Bacon and Cheddar Omelet Fresh Fruit Medley Grits	Fresh Coffee Chilled Orange Juice Scrambled Egg Beaters Grilled Turkey Sausage Baked Cinnamon apples Wheatberry Toast	Fresh Coffee Chilled Apple Juice Poached Eggs Grilled Crispy Turkey Bacon Citrus Salad English Muffin	Fresh Coffee Chilled Orange Juice L/S Ham and Roma Tomato Frittata with Eggbeaters Fresh Berries with Vanilla Yogurt Toasted Sourdough
<b>Low Sodium</b>	Fresh Coffee Chilled Apple Juice Turkey Bacon and American Omelet Fresh Fruit Medley Grits	Fresh Coffee Chilled Orange Juice Scrambled Egg Beaters Grilled Turkey Sausage Baked Cinnamon Apples	Fresh Coffee Chilled Apple Juice Poached Eggs Grilled Crispy Turkey Bacon Citrus Salad English Muffin	Fresh Coffee Chilled Apple Juice L/S Ham and Roma Tomato Frittata with Egg Beaters Fresh Berries with Vanilla Yogurt Toasted Sourdough
	Soft Mechanical Puree Renal	Soft Mechanical Puree Renal	Soft Mechanical Puree Renal	Soft Mechanical Puree Renal



**Patient Menu Cycle – Chef’s Special Menu: Breakfast**

	<i>Thursday</i>	<i>Friday</i>	<i>Saturday</i>
<b>Regular</b>	Fresh Coffee Chilled Orange Juice Cinnamon Raisin French Toast with Hot Maple Syrup Smoked Sausage Link Melon Ball Duo	Fresh Coffee Chilled Concord Grape Juice Eggs Benedict Poached Pears Mother’s Hot Oats	Fresh Coffee Chilled Apple Juice Scrambled Egg with Hash brown Gratin Grilled Country Ham Fresh Blueberry Muffin
<b>ADA</b>	Fresh Coffee Chilled Orange Juice Texas French Toast with Low Sugar and Hot Maple Syrup Turkey Sausage Melon Ball Duo	Fresh Coffee Chilled Concord Grape Juice Eggs Benedict with Low fat Hollandaise Poached Pears Mother’s Hot Oats	Fresh Coffee Chilled Apple Juice Egg Beater with Hash brown Gratin Low fat Grilled Ham Fresh Baked Blueberry Muffin
<b>Low Sodium</b>	Fresh Coffee Chilled Orange Juice Cinnamon Raisin French Toast with Hot Maple Syrup	Fresh Coffee Chilled Concord Grape Juice L/S Eggs Benedict Poached Pears Mother’s Hot Oats	Fresh Coffee Chilled Apple Juice Egg Beaters with Hash brown Gratin L/S Grilled Ham Fresh Baked Blueberry Muffin
	Soft Mechanical Puree Renal	Soft Mechanical Puree Renal	Soft Mechanical Puree Renal



## Patient Menu Cycle – Chef’s Special Menu: Lunch

	<i>Sunday</i>	<i>Monday</i>	<i>Tuesday</i>	<i>Wednesday</i>
<b>Regular</b>	Ice Tea Sliced Georgia Peaches Home style Garden Chicken Pot Pie Fried Okra Lemon Ice Box Pie	Ice Tea Baked Potato Salad Grilled Pit Ham& Baby Swiss Croissant With Romaine Lettuce and Roma Tomato Kosher Pickle Chocolate Cobbler	Ice Tea Greek Pasta Salad Char-Grilled Chicken Florentine with Seared Zucchini Italian Ice	Ice Tea Cucumber and Tomato Salad Shrimp and Chicken Gumbo With Basmati Rice Fig Bread Pudding With Sweet Cream
<b>ADA</b>	Ice Tea Sliced Georgia Peaches Home style Garden Chicken Pot Pie Baked Okra L/S Lemon Ice Box Pie	Ice Tea L/F Baked Potato Salad Grilled L/F Pit Ham and Baby Swiss Croissant with Romaine Lettuce and Roma Tomato Kosher Dill Sugar Free Chocolate Cobbler	Ice Tea Greek Pasta Salad Char-Grilled Chicken Florentine with Seared Zucchini S/F Italian Ice	Ice Tea Cucumber and Tomato Salad Modified Shrimp and Chicken Gumbo with Basmati Rice French Bread L/F Fig Pudding with Sugar free Cream
<b>Low Sodium</b>	Iced Tea Sliced Georgia Peaches L/S Home style Garden Chicken Pot Pie L/S Lemon Ice Box Pie	Ice Tea L/S Baked Potato Salad Grilled L/S Ham and Baby Swiss Croissant with Romaine and Roma Tomato L/S Dill Pickle Chocolate Cobbler	Ice Tea L/S Pasta Salad Char-Grilled Chicken Florentine with Seared Zucchini Italian Ice	Ice Tea Cucumber and Tomato Salad Shrimp and Chicken Gumbo with Basmati Rice L/S Fig Bread Pudding with Sweet Cream
	Soft Mechanical Puree Renal	Soft Mechanical Puree Renal	Soft Mechanical Puree Renal	Soft Mechanical Puree Renal



## Patient Menu Cycle – Chef’s Special Menu: Lunch

	<i>Thursday</i>	<i>Friday</i>	<i>Saturday</i>
<b>Regular</b>	Ice Tea  Old World Macaroni Salad  Grilled Monte Cristo with Fried Green Tomatoes  Homemade Chocolate Banana Cream Pie	Ice Tea  Crispy Cole Slaw  Fried Domestic Catfish with Homemade Hushpuppies French Fries  Sweet Potato Mousse	Ice Tea  Chopped Smokehouse BBQ with Bun  Baked Beans  Strawberry Shortcake
<b>ADA</b>	Ice Tea  L/F Macaroni Salad  L/F Grilled Monte Cristo With Pickled Green Tomatoes  L/S Homemade Chocolate Banana Cream Pie	Ice Tea  L/S Crispy Cole slaw  Baked Catfish with Lemon and Herbs  Roasted Potato Fingers  S/F Sweet Potato Mousse	Ice Tea  Broccoli Slaw  Modified Chopped Smokehouse BBQ with Bun  Baked Beans  Strawberry Shortcake
<b>Low Sodium</b>	Ice Tea  L/S Macaroni Salad  L/S Grilled Monte Cristo with Fried Green Tomatoes  Homemade Chocolate Banana Pie	Ice Tea  L/S Crispy Coleslaw  L/S Fried Catfish with Hushpuppies  L/S Fries  Sweet Potato Mousse	Ice Tea  Broccoli Slaw  L/S Chopped Smokehouse BBQ with Bun  Baked Beans
	Soft Mechanical Puree Renal	Soft Mechanical Puree Renal	Soft Mechanical Puree Renal



## Patient Menu Cycle – Chef’s Special Menu: Dinner

	<i>Sunday</i>	<i>Monday</i>	<i>Tuesday</i>	<i>Wednesday</i>
<b>Regular</b>	Ice Tea Garden Salad with dinner roll Grilled Chuck Steak with Gravy Boiled, Salted Potatoes Steamed Vegetable Medley Peach Cobbler	Ice Tea Garden Salad Buffalo Chicken Macaroni and Cheese Garlic Bread Roasted Broccoli With Lemon Parmesan Blueberry Shortcake	Ice Tea Mandarin Salad with Flatbread Sirloin Beef Pepper steak over Jasmine Rice Stir fry Vegetables Ginger Cream cake	Ice Tea Spinach Salad Whole Wheat roll Char-Grilled Pork Loin w/Tomato, Basil Glaze Mashed Potatoes Grilled Squash Medley Homemade Banana Pudding
<b>ADA</b>	Ice Tea Garden Salad With dinner roll Grilled Chopped Chuck Steak with Gravy Boiled, Salted Potatoes Steamed Vegetable Medley Peaches with S/F Cream	Ice Tea Garden Salad Modified Buffalo Chicken Macaroni and Cheese Roasted Broccoli With Lemon Parmesan Blueberry Shortcake	Ice Tea Mandarin Salad Sirloin Beef Pepper Steak Tips over Jasmine Rice Stir fry Vegetables Ginger Cream Cake	Ice Tea Spinach Salad Char-grilled Pork Loin with Fresh Tomato and Basil Glaze Rosemary Roasted Red Potatoes Grilled Squash Medley S/F Hot Chocolate Brownie with Raspberry Topping
<b>Low Sodium</b>	Ice Tea Garden Salad with dinner roll Grilled Chopped Chuck Steak with Gravy Boiled Potatoes Steamed Vegetable Medley Peaches with S/F Cream	Ice Tea L/S Garden Salad L/S Modified Buffalo Chicken Macaroni and Cheese Roasted Broccoli with Lemon Parmesan Blueberry Shortcake	Ice Tea Mandarin Salad Sirloin Beef Pepper steak Tips over Jasmine Rice Stir Fried Vegetables Ginger Cream Cake	Ice Tea Spinach Salad Char-grilled Pork loin With Fresh Tomato And Basil Glaze Rosemary Roasted Potatoes Grilled Squash Medley S/F Hot Chocolate Brownie with Raspberry Topping
	Soft Mechanical Puree Renal	Soft Mechanical Puree Renal	Soft Mechanical Puree Renal	Soft Mechanical Puree Renal



## Patient Menu Cycle – Chef’s Special Menu: Dinner

	<i>Thursday</i>	<i>Friday</i>	<i>Saturday</i>
<b>Regular</b>	Ice Tea Tossed Salad Whole wheat roll Home style Meatloaf with Andoullie Gravy Mashed Potatoes Steamed Baby Carrots Homemade Banana Pudding	Ice Tea Congealed Cranberry Salad Roast Turkey with Giblet Gravy Cornbread Dressing Fresh Steamed Green beans	Ice Tea Caesar Salad Tuscan Meat Lasagna With Garlic Bread Steamed Zucchini Cappuccino Pie
<b>ADA</b>	Ice Tea Tossed Salad Home style Meatloaf with Andoullie Gravy Mashed Potatoes Steamed Baby Carrots S/F Banana Pudding	Ice Tea S/F Congealed Cranberry Salad Roast Turkey with Giblet Gravy Cornbread Dressing Fresh Steamed Green beans S/F Hot Applesauce	Ice Tea Caesar Salad Tuscan L/F Meat Lasagna With Garlic Bread Steamed Zucchini Custard Pie With Berries
<b>Low Sodium</b>	Ice Tea Tossed Salad Home style Meatloaf L/S Gravy Mashed Potatoes Steamed Baby Carrots S/F Banana Pudding	Ice Tea Congealed Cranberry Salad Roast Turkey with Giblet Gravy Cornbread Dressing Fresh Steamed Green beans Hot Apple Pie	Ice Tea Caesar Salad L/S Tuscan Meat Lasagna With Garlic Bread Steamed Zucchini Cappuccino Pie
	Soft Mechanical Puree Renal	Soft Mechanical Puree Renal	Soft Mechanical Puree Renal



## Staffing Recommendation – Management & Clinical Personnel

Management Position	Annual Productive FTEs
Director of Food & Nutrition Services	1.0
Executive Chef	1.0
Clinical Manager	1.0
Patient Services Manager	1.0
Retail Manager	1.0
Sous Chef	1.0
Sous Chef	1.0
Registered Dietitians	4.0
<b>Total Management / Clinical FTEs</b>	<b>11.0</b>



## Two-Week Department Staffing Plan



East Jefferson General Hospital



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East Jefferson Medical Center  
proposed schedule - Week 1

week 1

	Thursday	daily hours	Friday	daily hours	Saturday	daily hours	Sunday	daily hours	Monday	daily hours	Tuesday	daily hours	Wednesday	daily hours	weekly totals
<b>Management Personell</b>															
Director	7:00-5:00	10.00	7:00-5:00	10.00	off	0.00	off	0.00	7:00-5:00	10.00	7:00-5:00	10.00	7:00-5:00	10.00	50
Retail Manager	7:00-5:00	10.00	7:00-5:00	10.00	off	0.00	off	0.00	7:00-5:00	10.00	7:00-5:00	10.00	7:00-5:00	10.00	50
Patient Services Manager	7:00-5:00	10.00	7:00-5:00	10.00	off	0.00	off	0.00	7:00-5:00	10.00	7:00-5:00	10.00	7:00-5:00	10.00	50
Executive Chef	7:00-5:00	10.00	7:00-5:00	10.00	off	0.00	off	0.00	7:00-5:00	10.00	7:00-5:00	10.00	7:00-5:00	10.00	50
Sous Chef--retail/global café	7:00-5:00	10.00	7:00-5:00	10.00	off	0.00	off	0.00	7:00-5:00	10.00	7:00-5:00	10.00	7:00-5:00	10.00	50
Sous chef--doc's lounge/catering	off	0.00	off	0.00	7:00-5:00	10.00	7:00-5:00	10.00	7:00-5:00	10.00	7:00-5:00	10.00	7:00-5:00	10.00	50

<b>Clinical</b>															
Clinical Nutrition Manager	7:30-4:00	8.00	7:30-4:00	8.00	off	0.00	off	0.00	7:30-4:00	8.00	7:30-4:00	8.00	7:30-4:00	8.00	40
RD/LD	7:30-4:00	8.00	7:30-4:00	8.00	off	0.00	off	0.00	7:30-4:00	8.00	7:30-4:00	8.00	7:30-4:00	8.00	40
RD/LD	8:00-4:30	8.00	8:00-4:30	8.00	off	0.00	off	0.00	8:00-4:30	8.00	8:00-4:30	8.00	8:00-4:30	8.00	40
RD/LD	8:30-5:00	8.00	8:30-5:00	8.00	off	0.00	off	0.00	8:30-5:00	8.00	8:30-5:00	8.00	8:30-5:00	8.00	40
RD/LD	off	0.00	off	0.00	9:00-5:30	8.00	9:00-5:30	8.00	9:00-5:30	8.00	9:00-5:30	8.00	9:00-5:30	8.00	40

<b>Hourly Personell</b>															
<b>Cooks</b>															
Patient Cook	5:00-1:30	8.00	5:00-1:30	8.00	5:00-1:30	8.00	5:00-1:30	8.00	off	0.00	off	0.00	5:00-1:30	8.00	40
Patient Cook	10:00-6:30	8.00	10:00-6:30	8.00	off	0.00	off	0.00	10:00-6:30	8.00	10:00-6:30	8.00	10:00-6:30	8.00	40
Patient Cook	off	0.00	off	0.00	10:00-6:30	8.00	10:00-6:30	8.00	5:00-1:30	8.00	5:00-1:30	8.00	off	0.00	32
Patient Cold Cook	5:00-1:30	8.00	5:00-1:30	8.00	5:00-1:30	8.00	5:00-1:30	8.00	off	0.00	off	0.00	5:00-1:30	8.00	40
Patient Cold Cook	10:00-6:30	8.00	10:00-6:30	8.00	off	0.00	off	0.00	10:00-6:30	8.00	10:00-6:30	8.00	10:00-6:30	8.00	40
Patient Cold Cook	off	0.00	off	0.00	10:00-6:30	8.00	10:00-6:30	8.00	5:00-1:30	8.00	5:00-1:30	8.00	off	0.00	32
Physician's Lounge/Catering Cook	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	40
Retail Cook	7:00-3:30	8.00	7:00-3:30	8.00	7:00-3:30	8.00	7:00-3:30	8.00	off	0.00	off	0.00	7:00-3:30	8.00	40
Retail Cook	11:00-7:30	8.00	11:00-7:30	8.00	off	0.00	off	0.00	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	40
Retail Cook	off	0.00	off	0.00	11:00-7:30	8.00	11:00-7:30	8.00	7:00-3:30	8.00	7:00-3:30	8.00	off	0.00	32

<b>Retail Servers/Cashiers</b>															
Cashier	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	40
Cashier	8:00-4:30	8.00	8:00-4:30	8.00	off	0.00	off	0.00	8:00-4:30	8.00	8:00-4:30	8.00	8:00-4:30	8.00	40
Cashier	off	0.00	off	0.00	8:00-4:30	8.00	8:00-4:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	32
Cashier	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	off	0.00	off	0.00	11:00-7:30	8.00	40
cashier	6:00p-2:30a	8.00	6:00p-2:30a	8.00	off	0.00	off	0.00	11:00-7:30	8.00	11:00-7:30	8.00	6:00p-2:30a	8.00	40
Cashier	off	0.00	off	0.00	6:00p-2:30a	8.00	6:00p-2:30a	8.00	6:00p-2:30a	8.00	6:00p-2:30a	8.00	off	0.00	32
Retail Chef/Table Prep & Server	7:00-3:30	8.00	7:00-3:30	8.00	off	0.00	off	0.00	7:00-3:30	8.00	7:00-3:30	8.00	7:00-3:30	8.00	40
Retail Chef/Table Prep & Server	7:00-3:30	8.00	7:00-3:30	8.00	off	0.00	off	0.00	7:00-3:30	8.00	7:00-3:30	8.00	7:00-3:30	8.00	40
Main Line Server	7:00-3:30	8.00	7:00-3:30	8.00	7:00-3:30	8.00	7:00-3:30	8.00	off	0.00	off	0.00	7:00-3:30	8.00	40
Main Line Server	11:00-7:30	8.00	11:00-7:30	8.00	off	0.00	off	0.00	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	40
Main Line Server	off	0.00	off	0.00	11:00-7:30	8.00	11:00-7:30	8.00	7:00-3:30	8.00	7:00-3:30	8.00	off	0.00	32
Retail Grab n Go & Salad Bar	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	40
Retail Grab n Go & Salad Bar	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	40
Catering Specialist	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	40
Retail Pizza and Deli Prep & Server	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	40
Dining Room Attendant	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	40
Doctor's Lounge Attendant	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	40
Grill	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	40
Grill	11:00-7:30	8.00	11:00-7:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	11:00-7:30	8.00	40
Grill	off	0.00	off	0.00	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	off	0.00	32

Baristas															
Barista	5:00-1:30	8.00	5:00-1:30	8.00	5:00-1:30	8.00	5:00-1:30	8.00	off	0.00	off	0.00	5:00-1:30	8.00	40
Barista	10:00-6:30	8.00	10:00-6:30	8.00	off	0.00	off	0.00	10:00-6:30	8.00	10:00-6:30	8.00	10:00-6:30	8.00	40
Barista	off	0.00	off	0.00	10:00-6:30	8.00	10:00-6:30	8.00	5:00-1:30	8.00	5:00-1:30	8.00	off	0.00	32
Barista	6:00p-2:30a	8.00	6:00p-2:30a	8.00	off	0.00	off	0.00	11:00-7:30	8.00	11:00-7:30	8.00	6:00p-2:30a	8.00	40
Barista	off	0.00	off	0.00	6:00p-2:30a	8.00	6:00p-2:30	8.00	6:00p-2:30a	8.00	6:00p-2:30a	8.00	off	0.00	32

Utility															
Storeroom Clerk/Floorstock	7:00-3:30	8.00	7:00-3:30	8.00	off	0.00	off	0.00	7:00-3:30	8.00	7:00-3:30	8.00	7:00-3:30	8.00	40
Dishroom	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	40
Dishroom	11:00-7:30	8.00	11:00-7:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	11:00-7:30	8.00	40
Dishroom	off	0.00	off	0.00	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	off	0.00	32
Pot Washer	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	40
Pot Washer	11:00-7:30	8.00	11:00-7:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	11:00-7:30	8.00	40
Pot Washer	off	0.00	off	0.00	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	off	0.00	32

Ambassador															
Ambassador	7:00-1:00	5.50	7:00-7:00	11.50	1.00	11.50	1.00	11.50	off	0.00	off	0.00	off	0.00	40
Ambassador	1:00-7:00	5.50	off	0.00	off	0.00	off	0.00	7:00-7:00	11.50	1.00	11.50	1.00	11.50	40
Ambassador	7:00-1:00	5.50	7:00-7:00	11.50	1.00	11.50	1.00	11.50	off	0.00	off	0.00	off	0.00	40
Ambassador	1:00-7:00	5.50	off	0.00	off	0.00	off	0.00	7:00-7:00	11.50	1.00	11.50	1.00	11.50	40
Ambassador	7:00-1:00	5.50	7:00-7:00	11.50	1.00	11.50	1.00	11.50	off	0.00	off	0.00	off	0.00	40
Ambassador	1:00-7:00	5.50	off	0.00	off	0.00	off	0.00	7:00-7:00	11.50	1.00	11.50	1.00	11.50	40
Ambassador	7:00-1:00	5.50	7:00-7:00	11.50	1.00	11.50	1.00	11.50	off	0.00	off	0.00	off	0.00	40
Ambassador	1:00-7:00	5.50	off	0.00	off	0.00	off	0.00	7:00-7:00	11.50	1.00	11.50	1.00	11.50	40
Ambassador	7:00-1:00	5.50	7:00-7:00	11.50	1.00	11.50	1.00	11.50	off	0.00	off	0.00	off	0.00	40
Ambassador	1:00-7:00	5.50	off	0.00	off	0.00	off	0.00	7:00-7:00	11.50	1.00	11.50	1.00	11.50	40
Ambassador	7:00-1:00	5.50	7:00-7:00	11.50	1.00	11.50	1.00	11.50	off	0.00	off	0.00	off	0.00	40
Ambassador	1:00-7:00	5.50	off	0.00	off	0.00	off	0.00	7:00-7:00	11.50	1.00	11.50	1.00	11.50	40
Ambassador	7:00-1:00	5.50	7:00-7:00	11.50	1.00	11.50	1.00	11.50	off	0.00	off	0.00	off	0.00	40
Ambassador	1:00-7:00	5.50	off	0.00	off	0.00	off	0.00	7:00-7:00	11.50	1.00	11.50	1.00	11.50	40
Ambassador	7:00-1:00	5.50	7:00-7:00	11.50	1.00	11.50	1.00	11.50	off	0.00	off	0.00	off	0.00	40
Ambassador	1:00-7:00	5.50	off	0.00	off	0.00	off	0.00	7:00-7:00	11.50	1.00	11.50	1.00	11.50	40

Trayline															
Starter	6:00-12:00	5.50	6:00-6:30	11.50	6:00-6:30	11.50	6:00-6:30	11.50	off	0.00	off	0.00	off	0.00	40
Starter	12:00-5:00	5.50	off	0.00	off	0.00	off	0.00	6:00-6:30	11.50	6:00-6:30	11.50	6:00-6:30	11.50	40
Hot	6:00-12:00	5.50	6:00-6:30	11.50	6:00-6:30	11.50	6:00-6:30	11.50	off	0.00	off	0.00	off	0.00	40
Hot	12:00-5:00	5.50	off	0.00	off	0.00	off	0.00	6:00-6:30	11.50	6:00-6:30	11.50	6:00-6:30	11.50	40
Cold	6:00-12:00	5.50	6:00-6:30	11.50	6:00-6:30	11.50	6:00-6:30	11.50	off	0.00	off	0.00	off	0.00	40
Cold	12:00-5:00	5.50	off	0.00	off	0.00	off	0.00	6:00-6:30	11.50	6:00-6:30	11.50	6:00-6:30	11.50	40

Supervisors															
Supervisor	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	40
Supervisor	11:30-8:00	8.00	11:30-8:00	8.00	off	0.00	off	0.00	11:30-8:00	8.00	11:30-8:00	8.00	11:30-8:00	8.00	40
Supervisor	off	0.00	off	0.00	11:30-8:00	8.00	11:30-8:00	8.00	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	32

Diet Office															
Diet Office	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	40
Diet Office	11:30-8:00	8.00	11:30-8:00	8.00	off	0.00	off	0.00	11:30-8:00	8.00	11:30-8:00	8.00	11:30-8:00	8.00	40
Diet Office	off	0.00	off	0.00	11:30-8:00	8.00	11:30-8:00	8.00	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	32

Admin Asst./UC															
Admin Asst./UC	8:00-4:30	8.00	8:00-4:30	8.00	off	0.00	off	0.00	8:00-4:30	8.00	8:00-4:30	8.00	8:00-4:30	8.00	40
		401.00		406.50		334.50		334.50		422.50		422.50		414.50	2736

total hourly FTE count 68

East Jefferson Medical Center  
proposed schedule - Week 2

Week 2

	Thursday	daily hours	Friday	daily hours	Saturday	daily hours	Sunday	daily hours	Monday	daily hours	Tuesday	daily hours	Wednesday	daily hours	weekly totals
<b>Management Personnel</b>															
Director	7:00-5:00	10.00	7:00-5:00	10.00	off	0.00	off	0.00	7:00-5:00	10.00	7:00-5:00	10.00	7:00-5:00	10.00	50
Retail Manager	7:00-5:00	10.00	7:00-5:00	10.00	off	0.00	off	0.00	7:00-5:00	10.00	7:00-5:00	10.00	7:00-5:00	10.00	50
Patient Services Manager	7:00-5:00	10.00	7:00-5:00	10.00	off	0.00	off	0.00	7:00-5:00	10.00	7:00-5:00	10.00	7:00-5:00	10.00	50
Executive Chef	7:00-5:00	10.00	7:00-5:00	10.00	off	0.00	off	0.00	7:00-5:00	10.00	7:00-5:00	10.00	7:00-5:00	10.00	50
Sous Chef--retail/global café	off	0.00	off	0.00	7:00-5:00	10.00	7:00-5:00	10.00	7:00-5:00	10.00	7:00-5:00	10.00	7:00-5:00	10.00	50
Sous chef--doc's lounge/catering	7:00-5:00	10.00	7:00-5:00	10.00	off	0.00	off	0.00	7:00-5:00	10.00	7:00-5:00	10.00	7:00-5:00	10.00	50

<b>Clinical</b>	Clinical														
Clinical Nutrition Manager	7:30-4:00	8.00	7:30-4:00	8.00	off	0.00	off	0.00	7:30-4:00	8.00	7:30-4:00	8.00	7:30-4:00	8.00	40
RD/LD	7:30-4:00	8.00	7:30-4:00	8.00	off	0.00	off	0.00	7:30-4:00	8.00	7:30-4:00	8.00	7:30-4:00	8.00	40
RD/LD	8:00-4:30	8.00	8:00-4:30	8.00	off	0.00	off	0.00	8:00-4:30	8.00	8:00-4:30	8.00	8:00-4:30	8.00	40
RD/LD	off	0.00	off	0.00	9:00-5:30	8.00	9:00-5:30	8.00	9:00-5:30	8.00	9:00-5:30	8.00	9:00-5:30	8.00	40
RD/LD	8:30-5:00	8.00	8:30-5:00	8.00	off	0.00	off	0.00	8:30-5:00	8.00	8:30-5:00	8.00	8:30-5:00	8.00	40

<b>Hourly Personell</b>	Hourly Personell														
<b>Cooks</b>	Cooks														
Patient Cook	5:00-1:30	8.00	5:00-1:30	8.00	5:00-1:30	8.00	off	0.00	off	0.00	5:00-1:30	8.00	5:00-1:30	8.00	40
Patient Cook	10:00-6:30	8.00	off	0.00	off	0.00	10:00-6:30	8.00	10:00-6:30	8.00	10:00-6:30	8.00	10:00-6:30	8.00	40
Patient Cook	off	0.00	10:00-6:30	8.00	10:00-6:30	8.00	5:00-1:30	8.00	5:00-1:30	8.00	off	0.00	off	0.00	32
Patient Cold Cook	5:00-1:30	8.00	5:00-1:30	8.00	5:00-1:30	8.00	off	0.00	off	0.00	5:00-1:30	8.00	5:00-1:30	8.00	40
Patient Cold Cook	10:00-6:30	8.00	off	0.00	off	0.00	10:00-6:30	8.00	10:00-6:30	8.00	10:00-6:30	8.00	10:00-6:30	8.00	40
Patient Cold Cook	off	0.00	10:00-6:30	8.00	10:00-6:30	8.00	5:00-1:30	8.00	5:00-1:30	8.00	off	0.00	off	0.00	32
Physician's Lounge/Catering Cook	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	40
Retail Cook	7:00-3:30	8.00	7:00-3:30	8.00	7:00-3:30	8.00	off	0.00	off	0.00	7:00-3:30	8.00	7:00-3:30	8.00	40
Retail Cook	11:00-7:30	8.00	off	0.00	off	0.00	7:00-3:30	8.00	7:00-3:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	40
Retail Cook	off	0.00	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	off	0.00	off	0.00	32

<b>Retail Servers/Cashiers</b>															
Cashier	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	40
Cashier	8:00-4:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	8:00-4:30	8.00	8:00-4:30	8.00	40
Cashier	off	0.00	8:00-4:30	8.00	8:00-4:30	8.00	8:00-4:30	8.00	8:00-4:30	8.00	off	0.00	off	0.00	32
Cashier	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	off	0.00	off	0.00	11:00-7:30	8.00	11:00-7:30	8.00	40
cashier	6:00p-2:30a	8.00	off	0.00	off	0.00	11:00-7:30	8.00	11:00-7:30	8.00	6:00p-2:30a	8.00	6:00p-2:30a	8.00	40
Cashier	off	0.00	6:00p-2:30a	8.00	6:00p-2:30a	8.00	6:00p-2:30	8.00	6:00p-2:30a	8.00	off	0.00	off	0.00	32
Retail Chef/Table Prep & Server	7:00-3:30	8.00	7:00-3:30	8.00	off	0.00	off	0.00	7:00-3:30	8.00	7:00-3:30	8.00	7:00-3:30	8.00	40
Retail Chef/Table Prep & Server	7:00-3:30	8.00	7:00-3:30	8.00	off	0.00	off	0.00	7:00-3:30	8.00	7:00-3:30	8.00	7:00-3:30	8.00	40
Main Line Server	7:00-3:30	8.00	7:00-3:30	8.00	7:00-3:30	8.00	off	0.00	off	0.00	7:00-3:30	8.00	7:00-3:30	8.00	40
Main Line Server	11:00-7:30	8.00	off	0.00	off	0.00	7:00-3:30	8.00	7:00-3:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	40
Main Line Server	off	0.00	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	off	0.00	off	0.00	32
Retail Grab n Go & Salad Bar	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	40
Retail Grab n Go & Salad Bar	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	40
Catering Specialist	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	40
Retail Pizza and Deli Prep & Server	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	40
Dining Room Attendant	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	40
Doctor's Lounge Attendant	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	40
Grill	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	40
Grill	11:00-7:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	40
Grill	off	0.00	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	off	0.00	off	0.00	32

Baristas															
Barista	Baristas														
Barista	5:00-1:30	8.00	5:00-1:30	8.00	5:00-1:30	8.00	off	0.00	off	0.00	5:00-1:30	8.00	5:00-1:30	8.00	40
Barista	10:00-6:30	8.00	off	0.00	off	0.00	10:00-6:30	8.00	10:00-6:30	8.00	10:00-6:30	8.00	10:00-6:30	8.00	40
Barista	off	0.00	10:00-6:30	8.00	10:00-6:30	8.00	5:00-1:30	8.00	5:00-1:30	8.00	off	0.00	off	0.00	32
Barista	6:00p-2:30a	8.00	off	0.00	off	0.00	11:00-7:30	8.00	11:00-7:30	8.00	6:00p-2:30a	8.00	6:00p-2:30a	8.00	40
Barista	off	0.00	6:00p-2:30a	8.00	6:00p-2:30a	8.00	6:00p-2:30	8.00	6:00p-2:30a	8.00	off	0.00	off	0.00	32

Utility															
Utility	Utility														
Storeroom Clerk/Floorstock	7:00-3:30	8.00	7:00-3:30	8.00	off	0.00	off	0.00	7:00-3:30	8.00	7:00-3:30	8.00	7:00-3:30	8.00	40
Dishroom	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	40
Dishroom	11:00-7:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	40
Dishroom	off	0.00	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	off	0.00	off	0.00	32
Pot Washer	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	40
Pot Washer	11:00-7:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	40
Pot Washer	off	0.00	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	11:00-7:30	8.00	off	0.00	off	0.00	32

Ambassador															
Ambassador	Ambassador														
Ambassador	7:00-1:00	5.50	off	0.00	off	0.00	off	0.00	7:00-7:00	11.50	1.00	11.50	1.00	11.50	40
Ambassador	1:00-7:00	5.50	7:00-7:00	11.50	1.00	11.50	1.00	11.50	off	0.00	off	0.00	off	0.00	40
Ambassador	7:00-1:00	5.50	off	0.00	off	0.00	off	0.00	7:00-7:00	11.50	1.00	11.50	1.00	11.50	40
Ambassador	1:00-7:00	5.50	7:00-7:00	11.50	1.00	11.50	1.00	11.50	off	0.00	off	0.00	off	0.00	40
Ambassador	7:00-1:00	5.50	off	0.00	off	0.00	off	0.00	7:00-7:00	11.50	1.00	11.50	1.00	11.50	40
Ambassador	1:00-7:00	5.50	7:00-7:00	11.50	1.00	11.50	1.00	11.50	off	0.00	off	0.00	off	0.00	40
Ambassador	7:00-1:00	5.50	off	0.00	off	0.00	off	0.00	7:00-7:00	11.50	1.00	11.50	1.00	11.50	40
Ambassador	1:00-7:00	5.50	7:00-7:00	11.50	1.00	11.50	1.00	11.50	off	0.00	off	0.00	off	0.00	40
Ambassador	7:00-1:00	5.50	off	0.00	off	0.00	off	0.00	7:00-7:00	11.50	1.00	11.50	1.00	11.50	40
Ambassador	1:00-7:00	5.50	7:00-7:00	11.50	1.00	11.50	1.00	11.50	off	0.00	off	0.00	off	0.00	40
Ambassador	7:00-1:00	5.50	off	0.00	off	0.00	off	0.00	7:00-7:00	11.50	1.00	11.50	1.00	11.50	40
Ambassador	1:00-7:00	5.50	7:00-7:00	11.50	1.00	11.50	1.00	11.50	off	0.00	off	0.00	off	0.00	40
Ambassador	7:00-1:00	5.50	off	0.00	off	0.00	off	0.00	7:00-7:00	11.50	1.00	11.50	1.00	11.50	40
Ambassador	1:00-7:00	5.50	7:00-7:00	11.50	1.00	11.50	1.00	11.50	off	0.00	off	0.00	off	0.00	40

Trayline															
Trayline	Trayline														
Starter	6:00-12:00	5.50	off	0.00	off	0.00	off	0.00	6:00-6:30	11.50	6:00-6:30	11.50	6:00-6:30	11.50	40
Starter	12:00-5:00	5.50	6:00-6:30	11.50	6:00-6:30	11.50	6:00-6:30	11.50	off	0.00	off	0.00	off	0.00	40
Hot	6:00-12:00	5.50	off	0.00	off	0.00	off	0.00	6:00-6:30	11.50	6:00-6:30	11.50	6:00-6:30	11.50	40
Hot	12:00-5:00	5.50	6:00-6:30	11.50	6:00-6:30	11.50	6:00-6:30	11.50	off	0.00	off	0.00	off	0.00	40
Cold	6:00-12:00	5.50	off	0.00	off	0.00	off	0.00	6:00-6:30	11.50	6:00-6:30	11.50	6:00-6:30	11.50	40
Cold	12:00-5:00	5.50	6:00-6:30	11.50	6:00-6:30	11.50	6:00-6:30	11.50	off	0.00	off	0.00	off	0.00	40

Supervisors															
Supervisor	Supervisors														
Supervisor	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	40
Supervisor	11:30-8:00	8.00	off	0.00	off	0.00	11:30-8:00	8.00	11:30-8:00	8.00	11:30-8:00	8.00	11:30-8:00	8.00	40
Supervisor	off	0.00	11:30-8:00	8.00	11:30-8:00	8.00	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	32

Diet Office															
Diet Office	Diet Office														
Diet Office	6:00-2:30	8.00	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	6:00-2:30	8.00	6:00-2:30	8.00	40
Diet Office	11:30-8:00	8.00	off	0.00	off	0.00	11:30-8:00	8.00	11:30-8:00	8.00	11:30-8:00	8.00	11:30-8:00	8.00	40
Diet Office	off	0.00	11:30-8:00	8.00	11:30-8:00	8.00	6:00-2:30	8.00	6:00-2:30	8.00	off	0.00	off	0.00	32

Admin Asst./UC	8:00-4:30	8.00	8:00-4:30	8.00	off	0.00	off	0.00	8:00-4:30	8.00	8:00-4:30	8.00	8:00-4:30	8.00	40
		401.00		406.50		334.50		342.50		422.50		414.50		414.50	2736

total hourly FTE count 68

## Existing Staff Transition Plan

CNS proposes to have all existing EJGH staff remain on the hospital's payroll with our executive personnel serving in a consulting capacity.



## Section IV: Cost Management Initiatives

CNS has a corporate agreement with CBOARD Management to assist with all food service operation and financial controls. CNS is also a partner with Premier and will use the Premier purchasing program to the maximum level. CNS will use the Premier ordering and inventory control system to manage food cost, waste, pilferage, etc.

A true partnership will not exist if both parties are not invested in each other's success. Culinary and Nutrition Solutions is willing to financially back up our promise and commitment to improve patient, physician, staff and visitor food service satisfaction.

**Culinary and Nutrition Solutions is so confident that we will meet our goals and improve the EJGH food service program that we are willing to work on a Risk / Reward fee based on the results of both financial and quality satisfaction goals.**

We request adequate time (3 months) to install our programs and processes before the guarantees go into effect. In addition, the improvement guarantees need to be mutually agreed upon and measurable.



## Section V: Patient Services Ambassador Program

CNS's commitment and dedication to patient satisfaction permeates our entire culture and we take our mission of nourishing patients to heart. In fact, to prove our belief that food assists in the healing process and our confidence in improving patient satisfaction, we put our Management Fee on the line. Our comprehensive patient satisfaction guidelines are designed to keep patients happy with culinary services.

### Patient Ambassador Program

Culinary and Nutrition Solutions patient ambassador meal service program is designed to personalize the menu ordering process and “Nourish” each patient’s health.

The foundation of the program is the Ambassador, who is the direct link from the food service department to the patient and nursing staff. The Ambassador is assigned to a specific group of patients and provides personalized food service to these patients for each meal.

After each admission the Ambassador will visit the patient to explain the daily “Chef Special” menu. Prior to each meal the Ambassador will check with the nursing team to ensure the correct diet order. The Ambassador will then visit the patient and verbally provide the menu selections for that meal. This selection is then electronically transmitted to the kitchen where each tray is customized for the patient.

The Ambassador will supervise the assembly and delivery of each patient tray for each meal. After the meals are delivered the Ambassador will revisit the patient to offer additional food and beverages if desired. This just in time meal selection allows the patient to select the food items they prefer minutes before the meal service. This process is duplicated for each patient meal.

The Food Service Ambassador is an integral part of the Patient service team. This personal attention for each meal guarantees accurate diet orders and timely meal delivery. This program improves communication with the patient and nursing staff to ensure the highest level of satisfaction.



**Objectives include:**

- ✓ Serving food on time and at the proper temperature.
- ✓ Providing worry-free meal service where each tray is accurately delivered according to the diet order and the menu items requested.
- ✓ Focusing on great taste, service and attractive presentation to ensure meals are consumed and enjoyed by the patients.
- ✓ Monitoring and assessment to promote results.

**Patient Satisfaction Solutions:**

- ✓ Clinical and nutritional expertise
- ✓ Patient Ambassador Program customized to your facility for increased satisfaction
- ✓ Patient satisfaction training and development
- ✓ Ongoing Monitoring and assessment

## Clinical & Nutritional Expertise

CNS believes that clinical nutrition is a core competency and that the key to patient healing is integrating nutrition care into each patient's course of treatment. Our desire is to work with each department to identify patients in need of nutrition intervention, and to provide this service throughout the continuum of care. CNS's Policy and Procedures Manual is an operational resource detailing Culinary Services Department functions. The manual promotes adherence to regulatory standards.

## Extensive Resources

- ✓ **Medical Nutrition Therapy** – Between 30% and 50% of all patients enter hospitals malnourished. Providing timely Medical Nutrition Therapy across the continuum of care can shorten a patient's length of stay by preventing complications related to malnutrition and supporting the healing process. In accordance with the American Dietetic Association, we have created standard care protocols, and our pioneering work ensures greater consistency and the best delivery of services for all patients at EJGH.
- ✓ **Nutrition Care Protocols in the Acute Care Setting** – Created in response to an important need identified by our dietitians, this professional publication defines a standardized approach to optimal nutrition care in an acute care setting for patients at nutritional risk.
- ✓ **Self-Management Patient Training** – Providing patients with nutrition awareness, education and self-management training enhances their quality of life and lowers costs by reducing readmissions and patient care costs. This effort allows you to provide for the full-service continuum of patient nutritional care, even post-discharge.



## Tools

**Diet Awareness cards** – These attractive cards introduce your patients to basic nutrition guidelines and the types of menu items to expect for their prescribed diets.

**Area Dietetic Support** – Your Area Director of Nutrition works closely with on-site team members and shares information and best practices to improve clinical nutrition programs. This effort promotes the continual evaluation and assessment of patient nutritional resources.

**Nutrition Care Manual** – CNS partners with the American Dietetic Association and uses their online Nutritional Care Manual. This manual is updated annually makes nutrition knowledge accessible for other healthcare professionals.

**Extended Care Diet Manual** – A companion to the manual above, it contains more liberal approaches to nutrition therapy for patients in an extended care environment.

**Guide to Clinical Nutrition Services** – Describing the scope of clinical nutrition services available to all patients, this guide improves communication with medical staff and nursing personnel.

**Departmental Policy and Procedures Manual** – This comprehensive operational resource, covering food and nutrition department functions, is customized to your facility. Used for orientation and in-service education, the manual promotes greater adherence to JCAHO, AOA, OBRA, HCFA and other regulatory agencies with standards that far exceed their requirements.

## Training & Development

Patient satisfaction training is an ongoing process. Training on-site team members about patient satisfaction is vital. Annual workshops, cutting-edge multimedia patient services training tools and patient satisfaction policy and procedures also promote education, sharing, recognition and awareness of patient satisfaction.

### Benefits of Training

- ✓ Increases patient satisfaction
- ✓ Communicates industry trends and best practices
- ✓ Promotes enforcement of policies and procedures
- ✓ Educates and encourages personal development
- ✓ Recognizes and motivates team members
- ✓ Provides standard protocols for patient services, visitation and benchmarking



Monitoring and assessment drive performance improvements through the utilization of qualitative and quantitative measurements to enhance patient satisfaction scores, including daily patient visits from Culinary Services Department team members. Weekly tray evaluations are conducted to maintain high quality standards. Learning plans are developed and implemented to address potential problem areas.

### Program Benefits

- ✓ Identifies specific issues and areas that need to be addressed
- ✓ Leverages proven expertise with survey tools and developing learning plans
- ✓ Tracks performance
- ✓ Improves the quality of the patient food service program
- ✓ Enhances patient satisfaction

### Patient Service Programs

Our patient service programs focus on consistently serving great tasting food, on time and according to the diet order. The goals are to focus attention on each patient during meal service, maintain food temperature, create an attractive presentation and provide prompt, courteous service. A variety of service options are available depending on the needs of your population.

### Program Offerings

- ✓ **Classic Puree** – Focuses on the appetizing presentation of food to your patients requiring texture alteration. This innovative program provides three-dimensional pureed food prepared from the same tasty recipes used for regular diets. The result is greater meal and supplement consumption by patients.
- ✓ **Master-Chef-Designed, Quality Menus** – Increases satisfaction while controlling costs. CNS has created a customized patient menu program that targets key patient groups including pediatric, ethnic, regular and modified diets.
- ✓ **Guest Menu Program** – Encourages patients and their family members to enjoy meals especially during holidays, anniversaries, birthdays and other special celebrations.
- ✓ **Chef Special Meal Selection** - High quality, chef prepared meals are the nucleus of our program. The Ambassador will present the Chef Special for each meal that will delight patients and improve overall satisfaction.



## Chef Special Daily Meal Offering

High quality, chef prepared meals are the nucleus of the CNS program. The Patient Ambassador presents the Chef Special menu for every patient every meal. Shortly after admission and prior to the first meal, each patient is greeted by his or her personal Ambassador, who introduces them to them to the Patient Ambassador Program. Over the course of each day, the Ambassador will visit their patients numerous times to take meal orders and deliver and pick up the patients' trays. Acting as a waiter or waitress would in a restaurant; the Ambassador explains the menu, takes the order, delivers the meal and follows up to ensure service satisfaction. Each Ambassador is stationed on the patient unit allowing maximum communication with both nurses and Registered Dietitians.

### Program Benefits

- ✓ Significantly improves patient satisfaction scores
- ✓ Reduces late trays because food never “waits” for delivery
- ✓ Improves departmental image
- ✓ Increases associate satisfaction
- ✓ Addresses medical nutrition therapy continually
- ✓ Allows nurses and dietitians to focus more time on their scope of practice



## CNS References

References	Location	Contact Name	Contact Number
Southeast Alabama Medical Center	Dothan, AL	Peggy Sease, VP	334-793-8111
Methodist Hospice Residence	Memphis, TN	Sally Aldrige, President	901-616-1600
Phoebe Putney Memorial Hospital*	Albany, GA	John Ray, Former President	901-833-0500
Charleston Area Medical Center*	Charleston, WV	David Ramsey, CEO	304-388-7627
Methodist Health System*	Memphis, TN	Maurice Elliott, Former CEO	901-497-4138
Health South Rehab*	Las Vegas, NV	Tim Deaton, President	702-562-2021
Memorial Health System*	Chattanooga, TN	Jim Hobson, President/CEO	423-495-8657
Shands Jacksonville Medical Center*	Jacksonville, FL	Jim Burkhart, CEO	904-244-3002
CHS Health System*	Dyersburg, TN	Dick McCormick, President	731-589-1520

\* These facilities are not currently partners with CNS; however the points of contact listed have personally worked with Keith O’Neill in the past.



## Section VI: Retail & Catering Services

### Overview

The key to increasing dining satisfaction is to provide a dining experience that creates comfort throughout the facility to all your staff and guests. The cost of this dining experience is extremely important during these tough economic times. We have positioned our food cost price at 50% for all items sold. We also believe that increasing the service hours will reflect in greater customer satisfaction.

To improve the dining experience CNS has increased the Management Team to include a Retail Manager, Executive Chef and two Sous Chefs to manage these areas. Ensuring that the culinary service is exceptional for Retail, Doctor's Dining and Catering improves morale and increases participation from employees, visitors and staff. Retail dining sets the tone for culinary expectations in other areas of the hospital. Culinary and Nutrition Solutions's reputation for exceptional food quality and service begins in the public dining areas with a confidence carried all the way to the catered events, special functions and patient rooms.

### Food Quality

Recipe Management starts with hiring the best culinary professionals to manage and train the production staff. Utilizing customized proprietary recipes to improve quality while reducing food costs is the foundation of CNS's culinary service approach. Our web-based menu program provides food production information, portion requirements, HACCP guidelines and presentation standards. The end result is a consistent product that can be controlled and measured against budgetary requirements and satisfaction surveys.

Key goals of the FNS Quality Assurance program are that it:

- ✓ Ensures proper portion sizes & nutrition
- ✓ Exceeds regulatory requirements
- ✓ Consistently leads to more accurate assessments
- ✓ Provides better control by using exacting measurements



## Capital Investment

We understand that cost pressures in business often force administrators to chase many infrastructure needs with too few dollars. Areas that impact morale and satisfaction are often sacrificed to capital items that meet financial needs and/or generate revenue. CNS can offer capital to invest and improve your culinary services operation. Many times this investment is recovered in increased revenues but it always results in higher morale and satisfaction. Repayment terms are flexible and can be customized to meet your financial needs. Our proposal establishes a straight line depreciation of the dollars invested over the life of the contract. CNS has two corporate partners that we have worked with over 20 years to renovate healthcare facilities around the country. Both Hotel & Restaurant Supply and Stainless Innovations are leaders in their industry and provide world class renovations. Our remodel proposal will provide a new look to the Our House Café and add more quality food selections which will increase customer participation, improve traffic flow and enhance the overall dining experience.

## Recommended Changes & Improvements

**Pizza, Flatbreads and Stromboli:** This section will host a heated shelf with hanging lights to highlight the product and keep it hot. This area will offer fresh made product daily and will also be available for the third shift dining.

**Entrée Station:** CNS's three (3) Culinary Experts will train and manage this area to provide fresh prepared meals that are cooked minutes before service. The Executive Chef and Sous Chef will be sautéing fresh meats, vegetables and starches off the grill to ensure fresh quality. Product will not be produced hours in advance. The Healthy Cuisine station will also have fresh entrée salads made to order along with fresh grilled meats, vegetables and fruits. The daily 'Healthy Cuisine' offering will consist of a meal 500 calories or less. Providing high quality meals from multiple stations will increase participation but also speed the serving process.

**Grill Station:** This station will be modified so that the customer can assemble their own sandwich from skilletts on a heated shelf with overhead lights to maintain temperature. The chef working this station will prepare fresh 6oz Angus Beef Burgers, Grilled Chicken Breasts, Grilled Fresh Fish, Grilled smoked Sausage and Bratwurst, Hot Dogs, etc. The station will also have a toppings bar and condiment pumps so the customer can customize their sandwich with a selection of lettuce, tomatoes, onions, pickles, ketchup, mustard or mayonnaise. Product will be cooked minutes before service and can be special ordered if the customer has time.



**Salad & Soup Bar:** We recommend modifying this station to include additional cold pans to increase the amount of salad offerings. Soups will be provided by Jason’s Deli or many of the local Restaurant Favorites. Gumbo from these restaurants will be offered regularly along with other local favorite dishes.

**Chef Table:** This area will host a daily offering as outlined on the attached Chef Table menus. This area is a popular station but by improving the quality and menu variety at the other stations the serving times will be reduced. The CNS staffing outline provides for the Chef Table station to be operated by the Executive Chef and Sous Chef to process the customer demand in a timely fashion.

**Beverage and Dessert Counters:** These areas will be upgraded to include more variety selections. Adequate space is available to offer more products and greater variety.

**Fountain Deli/Coffee Shop:** We recommend increasing the menu variety and selection of this area. By increasing the menu variety and using this space for the night and weekend feeding will reduce both labor and food cost and increase customer satisfaction

**Conference and Catering:** CNS proposes that all internal catering be transferred at **COST**. This is actual food cost, not an inflated figure to increase revenues. At cost, this is part of our very transparent business model.

**In addition, CNS proposes a 50-50 split on any hospital allowed or procured external catering that will generate profitable revenues.**



## Chef Table – Daily Special Menu

### Week One

- Smoked Baby Back Ribs with baked beans, cole slaw or potato salad
- Pad Thai Shrimp sautéed in spicy Asian peanut sauce with Asian noodles, Egg Roll & Chinese Chicken & Cabbage Soup
- Grilled Chicken Marsala in a fresh Mushroom Cream sauce over linguini with steamed Italian Veggies
- Grilled Marinated Sirloin Steak (6oz) served with Fresh sautéed Mushrooms and Cheddar mashed Potatoes
- Cajun Fried Catfish served with Creole Jambalaya and a side of Seasoned Greens

### Week Two

- Smoked Beef Brisket served with buttered New Potatoes and Sweet Red Cabbage
- Stuffed Pork Chop sautéed in Brown Gravy served with Glazed Baby Carrots and Wheat Roll
- Smoked Turkey Breast with Cornbread Dressing and Green Bean Casserole
- Grilled Tuna Steak served with Crawfish Étouffée and Wild Rice
- Burrito Grande-Flour Tortilla stuffed with Chicken or Beef and choice of black beans, lettuce, onions, diced tomatoes, black olives, shredded cheese, sour cream and Guacamole

### Week Three

- General Tso Chicken-Chicken Tempura in Sesame Ginger sauce served with Fried Rice and Egg Roll
- Blackened Chicken and Shrimp in an Acadian Cream Sauce over Penne Pasta served with fried Okra and Garlic Breadstick
- Grilled Redfish Filets served with Red Beans and Rice and Wheat Roll
- Grilled NY Strip Steak (6oz) served with Baked Potato and Fresh steamed Broccoli
- Sautéed Shrimp Scampi in Lemon Butter Sauce served with Angel Hair Pasta and Garlic Breadstick

### Week Four

- Caribbean Grilled Chicken Chef Salad with Mixed Greens, Mandarin Oranges, Pineapple, Raisins, Cherry Tomatoes, Shredded Cheeses with Island Honey Mustard Dressing
- Grilled Pork Loin served with Baked Apples and Sweet Potato Casserole
- Cajun Fried Turkey with Cornbread Dressing and Medley of sautéed Squash
- Grilled Blackened Tilapia with Crawfish Étouffée and Smoked Sweet Corn
- Carved Smoked Prime Rib with Fresh Mashed Potatoes and Grilled Green Beans



## Healthy Cuisine – Sample Vegetarian Menu Items

- Fresh Market Grilled Vegetable Platter
- Char-Grilled Squash Trio with Grilled Green Beans
- Mesquite Grilled Asparagus and Feta Stuffed Smoked Roma Tomatoes, served with Seared Pita Bread and Cucumber Dressing
- Char-Grilled Romaine Leaves with Focaccia Croutons tossed in Caesar Dressing with Fresh Parmesan and Grape Tomatoes
- Grilled Garden Vegetable Quesadillas with Fresh Pico De Gallo
- Grilled Mesa Cakes with Smoked Portabella Mushrooms, Fried Green Tomatoes and Monterey Jack with Cilantro Vinaigrette
- Fire Roasted Corn Tortilla Soup
- Seared Southwestern Vegetable Quesadilla
- Smoked Tofu Tacos
- Four Bean Burritos
- Grilled Johnny Cakes with Cheese Duo Gratin
- Three Bean Chili
- Dutch oven Hearty Grilled Vegetable Stew
- Iron Skillet Cornbread
- Char-Grilled Teriyaki basted Tofu with Sesame Stir Fried Garden Vegetables over Jasmine Rice served with Vegetable Spring Roll
- Penne, Shells, or Linguini
- Grilled Artichokes
- Grilled Zucchini and Yellow Squash
- Roasted Red Pepper Grilled Portabella Mushrooms with choices of Marinara, Pesto, or Alfredo
- Char-Grilled Soybean Sliders with Baby Swiss, American, Blue Cheese, or Provolone Cheese with a choice of Grilled Peppers, Onions, and Mushrooms
- Grilled Curried Vegetable Jambalaya with “Naan” Bread
- “Skin-on” Steak Fries
- Assorted Breads and Cheeses for Made-to-Order Grilled Cheese Sandwiches



## Section VII: Training & Development

### Management Supervisory Training

Our programs are going to go only as far as our people take them. That is why CNS is focused on not only recruiting the best management candidates, but also on effectively developing them as leaders/operators who are focused on advancing in our organization by delivering results that exceed our customer's expectations.

We employ a year-round recruiting program that relies heavily on recruiting hospitality professionals, former members of the military, culinary arts graduates, and referrals from within. Once on-boarded, these individuals must undergo a rigorous training and development program headed by CNS President Keith O'Neill. O'Neill is a Registered Dietitian with 35 years of healthcare FANS experience, and works closely with our new recruits to ensure they possess the knowledge, skills, and confidence necessary to effectively manage a complex food service program in a hospital setting.

All CNS recruits are required to successfully complete a comprehensive, structured training program prior to officially joining the CNS team. Our instructors, led by Keith O'Neill, work with each new management recruit one-on-one to create a customized development plan based on his/her unique strengths and needs.

The following are some of the concepts reviewed during our initial management training program:

#### Technical Functions

- ✓ Food Production Management
- ✓ Menu development
- ✓ Ambassador Patient Service Training
- ✓ Retail Marketing and Presentation
- ✓ Computer Management Training
- ✓ Purchasing and Inventory Control
- ✓ Equipment Cleaning and Maintenance

#### Supervisory Skills

- ✓ Quality Improvement Systems (formal and informal rounds)
- ✓ Work Measurement and Control (job description layout)
- ✓ Progressive Disciplinary Process
- ✓ Corrective Action
- ✓ Cost Control / Budgeting
- ✓ Employee Relations
- ✓ Customer Relations
- ✓ Scheduling
- ✓ Basic Management Principles



## Team Member Training

Training and education are the cornerstones of a successful food and nutrition services program. Our commitment to the employees we manage is paramount to providing satisfaction to you, our potential customer. Our commitment to our directors is equally important. Hand in hand, these two groups—employees and management—make the critical difference in achieving our mutual goals: ***to provide the patients, visitors and staff the “Nourishment” they deserve.***

The CNS training program is designed to provide the employee with the following:

- ✓ A welcome and general hospital/departmental orientation.
- ✓ The knowledge and skills necessary to perform the assigned task.
- ✓ An overall understanding of the importance of his/her job and the department's function.
- ✓ Hospital and departmental expectations and how to satisfy those expectations.
- ✓ The value of communication skills to properly address and engage patients.

In the initial training phase, CNS uses multi-media and on-the-job training (OJT) with a designated training manager or lead training instructor. During the employee's first week of training he/she will view multi-media covering the following:

- ✓ Orientation
- ✓ Basic food service and personal hygiene
- ✓ Proper methods of patient identification for Ambassadors
- ✓ Proper communicating and customer satisfaction training
- ✓ Safety awareness
- ✓ Patient, Staff and Visitor etiquette
- ✓ Hospital layout
- ✓ Equipment cleaning procedures

The OJT instruction will begin with the new employee observing and questioning as the tasks are performed. As the employee feels comfortable with the tasks to be performed, he/she will begin assisting in completing the assigned tasks.

The final phase will be the new employee completing the assigned tasks on his/her own with the training instructor and supervisor inspecting the final product. Both the instructor and the supervisor will "sign-off" on the new employee upon completion of the classroom and on-the-job training. Employees who fail to meet the required quality standards during training are usually easily identifiable. Management will focus on developing these individuals. However, should there be little or no improvement, it is in the best interest of the department that the employee be discharged prior to the end of the probationary period.

Thanks to these stringent training programs and performance standards help us ensure our team members are consistently the best in the industry.



## Continuing In-Service Training

The training coordinator provides continuing “in-service” training to all CNS team members on an ongoing basis, as needed. The CNS in-service education program will:

- ✓ Cross-train employees in other areas of responsibility
- ✓ Improve knowledge in complexities of the hospital food service department
- ✓ Reinforce safety awareness and training
- ✓ Provide a documented system to assess employee needs
- ✓ Generate greater appreciation of the department staff by other food service staff members

In-service training is accomplished through regular performance improvement rounds, in-service rounds by other food service professionals, monthly employee meetings, presentations by outside consultants and advisors, as well as through additional multi-media presentations and training films.

## Retraining

In order to meet the needs of long-term employees, retraining is necessary and ongoing. Employees who have been rehired or employees returning to work after an extended absence are also retrained. The training coordinator will be responsible for retraining efforts, when necessary, which will include:

- ✓ Reviewing hospital policies
- ✓ Reviewing department policies/work rules
- ✓ Reviewing procedures
- ✓ Reviewing area assignments
- ✓ Providing instruction by OJT instructor
- ✓ Reviewing compliance with Federal, state & local regulations



## Section VIII: Transition Plan

### Key Players

During Each Start-up, CNS will use these individuals at your facility to ensure that our systems are implemented smoothly and efficiently in order to start off on the right foot:

**CNS President** – Responsible for supporting the VP of Start-ups and site management in systems implementation. The president is the executive contact for administration and is the liaison for all decisions and contact pertaining to the agreement. The president is the direct report for the site director and is responsible for their performance.

**Vice President and RDO** – Responsible for implementing systems on-site, conducting bi-weekly on-site quality inspections. Manage site operations and guarantee smooth transition of services and capital investment projects.

**Department Director** – The Director is responsible for the day to day running of the department. They are focused on running the systems as well as responsible for the performance of all CNS management and employees.

**Additional Site Management** (as outlined by the Agreement) – The managers are responsible in supporting the Director in the day to day running of the department.

### Philosophy & Goals

It is our belief that communication and collaboration are key elements in a successful start-up. We are focused on communicating clear expectations and time-tables for all facility staff and CNS staff. It is imperative that our performance initially garners the respect and confidence of all facility personnel. We are focused on developing relationships during this phase and letting our performance do the talking. Our goal is to have all systems and programs fully integrated and running smoothly within 120 days of setting foot at your facility. On the following page, you will find a chart outlining our Transition Plan in greater detail.



## HHS Transition Plan – Timeline

Event	Completion Time	CNS Personnel Performing Task
Meetings with key Administrative contacts	2 months prior to start up	CNS President, VP, RDO, Director, Ex Chef
Management Team Selection	2 months prior to start up	CNS President, VP & RDO
Introduce corporate partners for renovation project, field measurements, drawings and permits complete.	1-2 months prior to start	CNS President, VP, RDO & CNS On-Site Management Team,
Review EJGH Policies & Procedures. Write Job Descriptions for each position	1-2 months prior to start	CNS President, VP, RDO, Director, Executive Chef, CNS On-Site Management Team
Employee Meetings, discuss payroll transition, benefits, etc.	1 month prior to start	CNS President, Corp HR, CNS On-Site Management Team
CNS On-Site Management Documents Arrive On-Site	1 week prior to start	Corporate Support Team
Kickoff Meeting	1 week prior to start	CNS President, VP, RDO, Executive Chef, CNS On-Site Management Team
Employee Safety Training	Week 1 - Ongoing	VP, RDO, CNS On-Site Management Team
Employee Policy and Procedures Training	Week 1 - Ongoing	VP, RDO, CNS On-Site Management Team
Employee Job Description Training	Week 1 - Ongoing	VP, RDO, CNS On-Site Management Team
Employee Hospitality Training	Week 1 - Ongoing	VP, RDO, CNS On-Site Management Team
Begin Management Rounding	Week 1	VP, RDO, On-Site Management Team
East Jefferson Manual and Menus Finalized	Month 1	VP, RDO, CNS On-Site Management Team
Baseline Operations Assessment	Month 1	CNS President, VP & RDO
Baseline Department Satisfaction Surveys Performed	Month 1	CNS On-Site Management Team
Baseline Patient Satisfaction Surveys Performed	Month 1	CNS On-Site Management Team
All CNS Systems in Place	Month 3	CNS Executives, and On-Site Management



## Section IX: Alternate Delivery Systems

CNS believes that, if we chosen to provide services, the cook chill equipment in the WJMC kitchen could be used to improve cost structures for both the East Jefferson and West Jefferson facilities. This equipment is currently under utilized and could benefit both hospitals if used to capacity.



## Section X: Capital Contributions & Client References

EJGH staff, doctors and visitors deserve a relaxing dining environment to match the quality of food produced by the creative chefs. CNS is our blend of healthcare and retail expertise. In coordination with our architect partners, we propose a plan to includes a warm, open and enticing atmosphere designed to enhance the quality of your patrons' culinary experience. Happy and content staff members and visitors lead to increased revenues and contribute to higher patient satisfaction scores. In addition to planning the new atmosphere ***we will work directly with the contractors to ensure the project is completed on time, on budget and to your complete satisfaction.***

CNS proposes to provide a \$250,000 capital investment to renovate the cafeteria serving area as described in the Retail and Catering Section of the proposal.





**Hotel & Restaurant Supply**

**3750 Winchester Road  
Memphis, TN 38118  
901-368-0033**

# History

Hotel & Restaurant Supply has been in business since 1953, supplying commercial foodservice equipment, related supplies kitchen and contract furniture. Our customers are independent restaurants, restaurant chains, bars, hotels, hospitals, casinos, nursing homes, retirement centers, private clubs, schools, correctional facilities, churches and more. Hotel & Restaurant Supply is one of the largest food service equipment and supply dealers in the United States. *Foodservice Equipment & Supplies* (FES) Magazine has rated it in the top twenty-five dealers for several years in a row.

We appreciate your interest in Hotel & Restaurant Supply and believe that Hotel & Restaurant Supply's half century of experience specializing in the food equipment industry will ensure your business will us will exceed your expectations by consistently providing quality products and superior service.



# Current Projects

## Duke Medicine Pavilion

Location: Durham, NC  
Client: Duke University  
Cost: \$777,500.00

## Texas NeuroRehab Center

Location: Austin, TX  
Client: Lott Brothers Construction Company  
Cost: \$350,347.00

## Nea Baptist Hospital

Location: Jonesboro, AR  
Client: Nea Baptist Hospital  
Cost: \$1.7 million

## Fifth Consolidated School

Location: Dyer Co, TN  
Client: Forum, Lannom Contractors  
Cost: \$248,500.00

## Smyth County Community Hospital

Location: Marion, VA  
Client: Mountain State Health Alliance  
Cost: \$889,317.00

## Siloam Springs Memorial Hospital

Location: Siloam Springs, AR  
Client: Siloam Springs  
Cost: \$327,953.00

## Seton Medical

Location: Harker Heights, TX  
Client: Seton Medical  
Cost: \$865,000.00

## Armed Forces Reserve Center El Dorado

Location: El Dorado, AR  
Client: W.G. Yates Construction  
Cost: \$181,202.00

## Shelby County Schools

Location: Memphis, TN  
Client: Shelby County School Board  
Cost: \$519,000.00

## Trenton Elementary School

Location: Trenton TN  
Client: Lashlee-Rich Contractors  
Cost: \$398,270.00

# Completed Projects



**Carolinas Medical Center**  
Location: Lincoln, NC  
Client: Carolinas HealthCare System  
Cost: \$809,000.00



**Baptist Desoto Hospital**  
Location: Southaven, MS  
Client: Baptist Healthcare  
Cost: 1.6 Million



**LeConte Medical Center**  
Location: Sevierville, TN  
Client: Covenant Health  
Cost: \$650,00.00



**Bay Medical Center**  
Location: Panama City, FL  
Client: Carolinas HealthCare System  
Cost: \$1.4 Million



**Johnston Medical Center**  
Location: Smithfield, NC  
Client: Johnston Medical Center  
Cost: \$1 Million



**Golden Moon Casino**  
Location: Philadelphia, MS  
Client: Mississippi band of Choctaw Indians  
Cost: \$3 Million

# 2010 Distribution Giants

## 2010 Distribution Giants

Rank	Company (last year's rank)	Annual ES sales (millions)		Number of salespeople (inside & out)	Buying Group	Website
		2009	2008			
1	<b>Edward Don &amp; Co.</b> , North Riverside, Ill. (1) H24%, L5%, SW25%, T25%, P/D15%, J3%, F3%	\$553.00	\$614.00	360	NONE	www.don.com
2	<b>TriMark USA Inc.</b> , S. Attleboro, Mass. (2) H50%, L10%, SW11%, T9%, P/D15%, J3%, F2%	\$507.00	\$595.00	350	ABC, NexGen	www.trimarkusa.com
3	<b>Wasserstrom Co.</b> , Columbus, Ohio (3) H31%, L10%, SW27%, T24%, P/D4%, J3%, F1%	\$429.00	\$517.00	220	NexGen	www.wasserstrom.com
4	<b>Strategic Equipment &amp; Supply Co.</b> , Irving, Texas (4) H60%, L15%, S&L 10%, SW5%, T5%, P/D2%, J1%, F2%	\$224.00	\$238.00**	82	ABC, CPG	www.strategicequipment.com
5	<b>The Boelter Companies</b> , Waukesha, Wis. (5) H25%, L5%, SW13%, T30%, P/D20%, J5%, F2%	\$178.00	\$192.00**	80	ABC, NexGen, Afflink	www.boelter.com
6	<b>Bargreen-Ellingson Inc.</b> , Tacoma, Wash. (6) H30%, L20%, SW20%, T15%, P/D5%, J5%, F5%	\$149.00	\$170.00	181	ABC, NexGen	www.bargreen.com
7	<b>Hubert Co.</b> , Harrison, Ohio (7)	\$132.00	\$147.00	n/a	ABC, IFED	www.hubert.com
8	<b>Singer Equipment Co., LP</b> , Elverson, Pa. (8) H51%, L10%, SW10%, T7%, P/D17%, J4%, F1%	\$127.30	\$134.30	43	ABC, NexGen	www.singerequipment.com
9	<b>Stafford-Smith Inc.</b> , Kalamazoo, Mich. (11) H90%, L10%	\$90.00	\$105.00	35	ISE, CPG	www.staffordsmith.com
10	<b>R.W. Smith &amp; Co.</b> , San Diego, Calif. (15)	\$89.12 *	\$76.50*	n/a	ABC, IFED	www.rwsmithca.com
11	<b>Concept Services, Inc.</b> , Austin, Texas (9)	\$87.00*	\$100.00*	n/a	CPG	www.conceptserv.com
12	<b>Clark Associates</b> , Lancaster, Pa. (22) H35%, L10%, SW10%, T10%, P/D20%, J5%, F10%	\$81.30	\$67.50	28	NAFED, CPG	www.clarkfoodsserviceequipment.biz
13	<b>QualServ Corp.</b> , Fort Smith, Ark. (10) H25%, L30%, SW15%, F30%	\$80.00	\$110.00*	19	CPG	www.qualservcorp.com
14	<b>PrimeSource FoodService Equipment</b> , Dallas (12) H21%, L44%, SW22%, T1%, J2%, F10%	\$80.00	\$103.00	22	PRIDE	www.buyprimesource.com
15	<b>Mission Restaurant Supply Company</b> , San Antonio, Texas (20) H71%, L4%, SW14%, T9%, F2%	\$79.43	\$71.39	35	NAFED, CPG	www.missionrestaurantupply.com
16	<b>Ace Mart Restaurant Supply</b> , San Antonio, Texas (13) H25%, L12%, SW30%, T16%, P/D2%, J4%, F11%	\$74.58	\$78.50	180	ABC, IFED	www.acemart.com
17	<b>Baring Industries</b> , Ft. Lauderdale, Fla. (18) H90%, L10%	\$72.40	\$73.00	10	n/a	www.baring.com
18	<b>Duray/J.F. Duncan Industries</b> , Downey, Calif. (19) H95%, L5%	\$72.40	\$72.78	20	CPG	www.durayduncan.com
19	<b>C&amp;T Design &amp; Equipment Co.</b> , Indianapolis, Ind. (-) H75%, L15%, SW5%, F5%	\$70.00*	\$70.00*	40	SEFA	www.c-t-design.com
20	<b>Hockenbergs Equipment &amp; Supply Co.</b> , Omaha, Neb. (17) H59%, L15%, SW10%, T5%, P/D7%, J1%, F3%	\$68.80	\$74.00**	82	ABC, NexGen	www.hockenbergs.com
21	<b>East Bay Rest. Supply Inc.</b> , Oakland, Calif. (14) H25%, L21%, SW20%, T15%, J4%, F5%	\$67.00*	\$78.00	n/a	CPG	www.ebrs.net
22	<b>General Hotel and Restaurant Supply</b> , Miami (16)	\$66.00*	\$75.00*	n/a	ABC, IFED	www.generahotel.com
23	<b>M. Tucker</b> , Paterson, N.J. (23) H40%, L10%, SW15%, T12%, P/D20%, J2%, F1%	\$58.00	\$65.00	27	ABC, IFED	www.mtucker.com
24	<b>Atlanta Fixture &amp; Sales Co., Inc.</b> , Atlanta, Ga. (25) H40%, L25%, SW15%, T7%, P/D6%, J2%, F5%	\$51.11	\$56.51	34	ABC, IFED	www.atlantafixture.com
25	<b>Hotel &amp; Restaurant Supply</b> , Meridian, Miss. (26) H40%, L20%, SW20%, T10%, J5%, F5%	\$47.80	\$50.40**	31	ABC, NexGen	www.hrsupply.com
26	<b>Smith &amp; Greene Co.</b> , Kent, Wash. (28) H50%, L8%, SW20%, T10%, P/D1%, J1%, F10%	\$46.00	\$47.00	15	SEFA	www.smithandgreene.com
27	<b>Action Sales</b> , Monterey Park, Calif. (27) H40%, L15%, SW25%, T10%, J5%, F5%	\$40.00	\$47.00	22	SEFA	www.actionsales.com
28	<b>Calico Industries, Inc.</b> , Anapolis Junction, Md. (31) H10%, L10%, SW30%, T5%, P/D10%, J35%	\$39.10	\$42.50**	27	NONE	www.calicoindustries.com
29	<b>Great Lakes Hotel Supply Co.</b> , Detroit, Mich. (30) H90%, L10%	\$39.00	\$44.00	5	SEFA	www.gllsca.com
30	<b>Kirby Restaurant Supply</b> , Longview, Texas (32) H50%, L10%, J40%	\$37.00	\$38.00**	19	PRIDE	www.kirbysupply.com
31	<b>Paramount Restaurant Supply Corp.</b> , Warren, R.I. (24) H60%, L10%, SW5%, F10%, FAB 15%	\$36.00	\$60.00	22	ABC, CPG	www.pararest.com
32	<b>Johnson-Lancaster &amp; Assoc. Inc.</b> , Safety Harbor, Fla. (35) H75%, L25%	\$35.50	\$35.00**	10	SEFA	www.johnson-lancaster.com
33	<b>Ford Hotel Supply Co., Inc.</b> , St. Louis, Mo. (-)	\$35.00*	\$35.00*	28	ABC, IFED	www.fordstl.com
34	<b>Beltram Foodservice Supply</b> , Tampa, Fla. (29) H40%, L15%, SW20%, T5%, P/D3%, J7%, F10%	\$34.70	\$44.20	n/a	CPG	www.beltram.com

\*FE&S Estimate \*\*Revised Sales Distribution Key: H = Heavy Equipment, L = Light Equipment, SW = Smallwares, T = Tabletop, P/D = Paper & Disposables, J = Janitorial, F = Furnishings, FAB = Fabrication, S&L = Leasing

# References

Golden Moon /Silver Star Casinos - Philadelphia, Mississippi

Riverwalk Casino - Vicksburg, Mississippi

Nissan Plant - Canton, Mississippi

Toyota Plant - Tupelo, Mississippi

## Financial Information

Owner & President - Jerry Green

Bank

Citizen's National Bank

P.O. Bank 911

Meridian, MS 39302

Phone: 601-693-1331

Contact: Hampton Thames

Bonding Company

Traveler's Casualty & Surety

Agent: Insurance Solutions of MS, Inc

P.O. Box 1311

Meridian, MS 39302

Contact: Ed Brown

Dunn & Bradstreet # 033392614

Federal ID # 64-0434659

MS Certificate of Responsibility # 5809

# Healthcare

Ashley Regional Medical Center – Vernal, UT  
Bay Medical Center – Panama City, FL  
Baptist Memorial Hospital – Memphis, TN  
Baptist Trinity Hospice-Collierville, TN  
Carolina Medical Center at Lincoln – Lincolnton, NC  
Chandler Park Assisted Living – Bowling Green, KY  
Copper Hills Youth Center – West Jordan, UT  
Greater Peoria Specialty Hospital – Peoria, IL  
Hayes Green Beach – Charlotte, MI  
Homewood Residential at Richmond Height-Cleveland, OH  
Howard Memorial – Nashville, AR  
Indian Path Medical Center – Kingsport, TN  
Johnson City Medical Center – Johnson City, TN  
Johnston Memorial Hospital – Smithfield, NC  
Le Conte Medical Center – Sevierville, TN  
Marshall County Hospital – Benton, KY  
Medical Center of Bowling Green – Bowling Green , KY  
Smyth County Community Hospital – Marion, VA  
Springwoods Behavioral Hospital – Fayetteville, AR  
St. Francis Hospital – Memphis, TN  
UT Southwestern Medical Center St. Paul & Zale Lipshy - Dallas, TX  
Willow Creek Women’s Hospital – Johnson, AR

# *Chain Accounts*

Abbay's

Brick Oven

Casa Mexicana

El Charro

Gate Gourment

Harveys

Lenny's Deli

Los Arcos

Los Portales

Old Chicago Pasta and Pizza

Old Venice

McAllister's Deli

Newk's

Pizza Pro

Swanky's

Sweet Peppers

Holiday Ham



STAINLESS INNOVATIONS, LLC.  
MISSION STATEMENT

**To imagine possibilities, solve problems, build quality and lead innovations that satisfy our customer's stainless steel fabrication needs.**

**Imagine Solutions**

At Stainless Innovations, we are confident in our ability to imagine and vision. Our years of experience give us the eyes to see the unimaginable and to create art in the function of our product.

**Solve problems**

We exist to solve problems. We specialize in creating equipment where no standard solution exists. When no one else or no other company can help, we excel at finding the answer.

**Build Quality**

We are on a quest to build the best company and the best equipment in our industry. In short, we sweat the small stuff to get it just right.

**Leadership**

Leadership engages our unceasing curiosity, our passion, and our drive to be first in everything that we do. We want to push the limits on what can be done with our work and our people.

**CORE VALUES**

1. Integrity is the basis for every decision and conversation in our company. Without exception, we will deal truthfully with customers, employees and vendors.
2. Our passion is to build the highest quality products and services in our field.
3. We will meet our customers' needs in a timely, courteous, and helpful manner.
4. Stainless Innovations intends to make a fair and reasonable profit and we are committed to helping our employees enjoy the benefits of our company success.
5. The work environment will enable every employee to reach the highest possible level of professional and personal fulfillment.
6. Our employees are committed to the values of our company and the effort necessary to fulfill our mission.
7. We are dedicated to constant improvement — continuously seeking ways to improve our operation and better serve our customers.
8. We consider management and employees a team, constantly working together to meet our goals.



## **CURRENT PROJECTS**

Texas Children's Hospital, Houston, TX - 275K

Restaurant Revolution, New Orleans Hyatt – 300K

Fort Sill Military Base – 400K

Michigan State University, Holden Hall – 125K

Camel Rock Casino, Santa Fe NM – 300K

Creighton University, Omaha NE – 250K

National Guard Armory, Arlington VA – 150K

Bethel University, Bethel TN – 200K

Baptist Memorial Hospital, Jonesboro AR - 180K

Stainless Innovations is UL and NSF 7 certified and bonded for \$3 million dollars and has the financial resources to handle any size job

# STAINLESS INNOVATIONS



Pierre Marquete Wine Cooler



Carolina Medical Center



Salumi Case for The Roosevelt



Baptist Desoto Hospital



USM Student Center



Incredible Pizza