

SENIOR LIVING



PROFILES IN PARTNERSHIP



COMMUNITY INNOVATION DELIVERS AN **IMPROVED RESIDENT EXPERIENCE**

Rosewood Senior Living Community recently renewed a six-year contract with Sodexo to provide resident dining services at the Bakersfield, CA location.

Sodexo first began managing the nutrition services and resident dining at Rosewood in 2005 with the goal of:

- attaining financial stability
- positively impacting reviews by governing bodies
- improving the quality of food
- updating the infrastructure
- increasing voluntary meal sales and catering revenue

Sheri Oliver, who has served as director of dining services at Rosewood since 2010, said the department has undergone numerous improvements under Sodexo's management, which led to the renewal of the contract.

MISSION

Rosewood is part of American Baptist Homes of the West (ABHOW), a nonprofit provider of retirement housing and health care services. ABHOW is dedicated to enhancing the well-being and security of seniors as an expression of its Judeo-Christian mission. It is a retirement community that delivers freedom, familiarity and fulfillment.

SERVICES

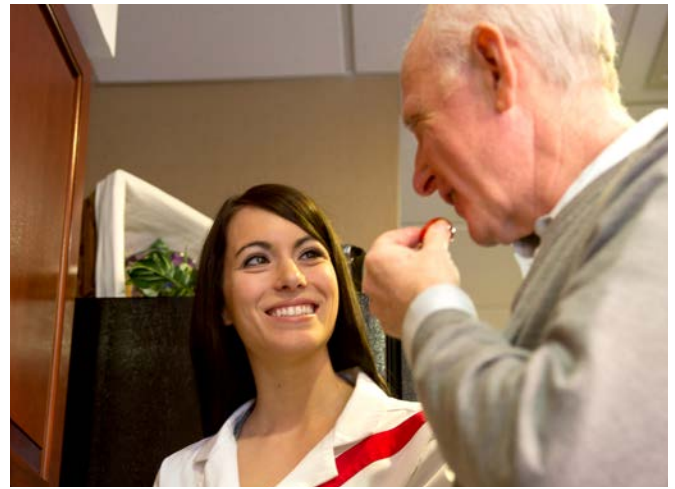
Residential Living

Assisted Living

Health Center

Memory Support

1301 New Stine Road
Bakersfield, CA 93309
Phone: 661 834 0620
<http://www.rosewoodretirement.org/>



One of the more pressing issues facing Rosewood was inconsistent reviews by state agencies. The community also wanted to increase the volume of its catering business and voluntary meal sales, encourage more employees to use the community's dining services, and improve the overall quality and appeal of its menu offerings.

CHALLENGES

When Sodexo began its partnership with Rosewood, the community's resident dining department faced a number of challenges, including being overstaffed and over budget. One of the more pressing issues was that results from previously completed annual reviews conducted by the California Department of Health were inconsistent, bringing into question the overall management of the resident dining program.

The challenges faced at the onset of the Sodexo/Rosewood partnership included:

- **Financial:** The department was overstaffed, spending was in excess of budget and the program was experiencing monthly losses.
- **Operational:** There was a lack of organization and a clear need for an overhaul of all menus.
- **Regulatory:** The department experienced inconsistent state reviews.
- **Infrastructure:** There was a need for the dining area to be renovated and upgrades to the equipment.
- **Participation:** More needed to be done to attract additional independent living residents and employees to use the community's dining services.
- **Staff:** There was resistance to the overall change from both residents and employees.



SOLUTIONS



PROGRAM INNOVATION DELIVERS CHOICE AND FLEXIBILITY

Prior to Sodexo coming on board, resident satisfaction results were below average. Sodexo management recognized this as a serious problem and set out to increase satisfaction by enhancing the menus and adding more flexibility to the meal program via a program called “My Choice.”

Created by Jeff Glaze, COO at ABHOW, My Choice allots residents a certain amount of points each month and gives them the freedom to choose how to redeem them. Instead of using their points for the traditional one meal per day, residents can now purchase as many or as few meals as they want, and even save points for future use, say for example when guests come to visit. According to Oliver, “The My Choice points program has improved resident satisfaction so much that Rosewood ranks in the 90th percentile regarding the quality of the dining program.”

“ My Choice is a wonderful program and is a perfect example of how well our partnership with Sodexo works to implement something new into our community. That program is probably the first big benchmark in our relationship where I saw the results of our collective efforts make a huge difference in quality of life for our residents. ”

Ellen Gibson, Executive Director
Rosewood Senior Living Community



NEW DINING OPTIONS ADD VARIETY WHILE INCREASING REVENUE

Sodexo has enhanced the overall quality and appeal of the dining program with the addition of more innovative dining options and the creation of a new dining venue. Using feedback from the community’s dining committee, Sodexo management delivers residents the types of cuisines they enjoy and the kinds of items they would like to see on the menu. This type of community involvement has gone a long way in promoting resident support of the overall dining program.

Another enhancement to the program was the establishment of a full-service bistro open to both residents and staff. The bistro continues to grow in popularity and offers freshly made hot food selections, soups, ready-made sandwiches, a smoothie machine and special limited-time offers for added appeal.

Revenue from Rosewood’s bistro has increased steadily with both residents and staff. **Revenue from staff has seen a 3x increase in the last few years**, from a weekly average of only \$200 to an average of \$650.



Through Sodexo's Preferred Vendor Program, **chemical purchases at Rosewood are 2 to 5 percent less expensive** in comparison to leading competitors.

SOLUTIONS



MANAGEMENT SOLUTIONS INCREASE DEPARTMENT QUALITY AND PRODUCTIVITY

Sodexo's Food Management System (FMS) has greatly improved the operational performance and efficiency of the dining program, including providing enhanced recipe development and increased regulatory compliance on state reviews.

Because of the Food Management System, the dining department can now provide detailed nutritional analyses of all menu selections, which was one of the critical deficiencies noted on previous reviews conducted by the California Department of Health. The system's extensive database also greatly improved the quality and variety of food served at Rosewood, including selections offered as part of the community's catering program. Oliver estimates that catering revenue has doubled since Sodexo began managing the department, mainly due to increased ordering efficiency, department structure and menu appeal.



VENDOR PROGRAM CUTS COSTS, IMPROVES EFFICIENCY

Rosewood has leveraged Sodexo's Preferred Vendor Program for everyday purchases as well as for renovation projects and related services. Because of the preferred vendor program, Rosewood only buys compliant products, which in turn, leads to significant savings.

Sodexo's Solutions Center teams have provided technical assistance to help the dining team replace an outdated air cooling system in the kitchen with a modern alternative. "We are in California where it's 105 degrees on average in the summer, so it is not a comfortable working environment in the kitchen," Oliver said. "By leveraging Sodexo's facilities management experts, we were able to engineer a program to install an affordable, energy-efficient air conditioning system that will actually end up saving the client money in the long run."

A component of Sodexo's Food Management System tracks data on food purchasing, production, sales and waste. Through the use of this program, Rosewood was able to **reduce food waste by 20%** since the system's implementation in skilled nursing.





RESTRUCTURING WHILE IMPROVING STAFF MOTIVATION AND RETENTION

At the start of the partnership, Rosewood realized that the community's dining program was overstaffed and asked Sodexo to trim the team by 10 full-time employees. Sodexo set out to accomplish this without affecting resident satisfaction or making cuts to program. Over the last two years, Sodexo restructured the workforce by absorbing existing front line managers into Sodexo salaried management roles. By adding them to the Sodexo payroll and by cutting the work week from 40 hours to 37.5 hours, jobs were saved and fewer positions were eliminated.



SODEXO TRAINING FOCUSES ON INCREASING RESIDENT ENGAGEMENT

Training is a priority at Rosewood to ensure overall resident satisfaction. Each month, Sodexo management conducts safety training with all team members, focusing on specific topics like employee and food safety. In addition, monthly audits, dubbed "walked-throughs" are conducted to ensure that all safety measures are being implemented and followed and that every manager is properly certified.

Another area of major importance is resident care and engagement. Sodexo ensures that the highest quality care and service are being provided to residents through its CARES program. The CARES program is an employee training initiative that encourages staff to focus on meeting the residents' nutritional, emotional and physical needs through Compassion, Accountability, Respect, Enthusiasm and Service.



Dining management has also implemented "Best Friends," a person-centered care program that provides an all-around, homelike environment for memory care residents. As part of the program, the dining room resembles a home kitchen and food is served in casserole dishes to provide a more comfortable and relaxed experience. Sodexo provides education and training for nursing staff members on how to interact with these memory care residents in this type of dining environment.

The "Best Friends" approach involves team members taking the time to sit down and dine with residents in the memory care program. This enhances resident care and satisfaction by providing a friendlier, more personal environment for the resident.

OUTCOMES



PREFERRED VENDOR SAVINGS

Leveraging Sodexo's Preferred Vendor Program and Solutions Center **SAVED ROSEWOOD APPROXIMATELY \$26,000** on its main dining hall renovation.



200%

INCREASED REVENUE

Under Sodexo's management, staff revenue in the bistro has increased substantially from a **weekly average of \$200 to an average of \$650** with strong forward momentum.



IMPROVED CATERING PERFORMANCE AND REPUTATION

New menu selections, focused management and enhanced ordering processes have **increased catering program revenue** while creating a center of attraction for both residents and the neighboring community.

ZERO DEFICIENCIES

IMPROVED REGULATORY COMPLIANCE

Leveraging Sodexo's Food Management System, Rosewood has experienced **zero deficiencies in state reviews for four consecutive years**. The system has also resulted in improved recipe development and nutrient analysis. Rosewood's registered dietitians are better equipped to make dietary recommendations based upon an individual's nutritional needs.



IMPROVING STAFF AND RESIDENT ENGAGEMENT

Sodexo's focus on staff training and development creates engaged teams focused on resident satisfaction and wellbeing. This cornerstone supports a culture of an engagement, making Rosewood a **thriving and engaged community** within Bakersfield California.



REDUCED COSTS AND BALANCED BUDGET

Under Sodexo's management, Rosewood's resident dining department has **met and exceeded the community's budget expectations** as well as Sodexo's budget expectations for **THREE CONSECUTIVE YEARS**.

“ I'm very impressed with the Sodexo management team we have here at Rosewood. They are a very responsive group of professionals to work with, especially when it comes to coming up with new ideas and new ways to satisfy the needs of our residents. That's very important to me because I'm always looking to see what the next “big thing” is and how we can make it happen here. Sodexo is always there, ready to work with us to make it happen.”

Ellen Gibson, Executive Director
Rosewood Senior Living Community

CONCLUSION



IMPROVING RESIDENT EXPERIENCE WITH A TRUSTED PARTNER

Sodexo's partnership with Rosewood Senior Living Community has resulted in a number of important achievements that will improve the resident experience at this ABHOW retirement community. From the improved management and operational performance of the dining program to a heightened focus on staff training and development to the positive financial performance of the department, Rosewood is better positioned for future growth and to continue its mission of enhancing the well-being and security of seniors.

“ Our partnership with Sodexo continues to grow and evolve, mainly because we are mission-aligned in what we want to accomplish together. We share the same vision, the same values and the same goals. That is huge in creating a feeling of community and camaraderie in providing our residents with the very best care and service possible. ”

Ellen Gibson, Executive Director
Rosewood Senior Living Community

To learn more about our services contact us at:
800 969 7696 • www.sodexoUSA.com

