

# Management in Food and Nutrition Systems

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COURSE: CHAPTER 7

BOOK: CHAPTER 7

# Introduction

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Food and food service are prominent in the history of the profession of dietetics:

- One of the main purposes of the first organized meeting of the American Dietetic Association (ADA) was to discuss ways of meeting food shortages during World War I.
- Food service in hospitals was the primary focus of the first dietitians. Hospital dietitians dealt with budgets, department organization, personnel management, and quality food service.

Terminology:

Previously: Administrative Dietetics

Currently: Management in Food and Nutrition Systems

# Introduction

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Those employed in the foodservice industry include:

- Researchers
- Food development scientists
- Food technologists
- Farmers
- Processors and manufacturers
- Distributors and suppliers
- Workers at hotels, hospital, schools, and many other establishments
- Food service management

# Management Activities

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**Table 7-1. Management Activities of Entry-Level Dietitians and Dietetic Technicians**

Activity (Percent)	RD	DTR <sup>a</sup>
<b>Managing human resources</b>		
Assign or schedule staff	15	25
Make decisions on personnel actions	10	23
Comply with labor relations	15	23
Evaluate performance of staff	22	31

# Management Activities

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<b>Managing food and material resources</b>		
Maintain safety and sanitation of food, facilities, or equipment	27	53
Monitor stage conditions	22	39
Develop menus for clients with normal needs	33	45
Evaluate food products by taste, smell, and appearance	33	50
Calculate quantities to purchase of food other material resources	9	21
Purchase food, nutritional supplements, equipment, or supplies	14	24
Assess client satisfaction with food and/or nutrition service	40	59
Adjust daily menu, food production, or distribution based on availability of food, labor, or equipment	11	30
Institute or maintain sustainability practices	8	18

# Management Activities

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**Table 7-1. Management Activities of Entry-Level Dietitians and Dietetic Technicians (Continued)**

Activity (Percent)	RD	DTR <sup>a</sup>
Manage facilities		
Maintain facilities and equipment	11	24
Assure safety of employees, patients, clients, and customers	25	38

# DPG Affiliation

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1. Management in Food and Nutrition Systems
2. Dietitians in Business and Communication
3. School Nutrition Services
4. Food and Culinary Professionals
5. Hunger and Environmental Nutrition

# DPGs

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Members are able to benefit from networking, professional enhancement, leadership opportunities, information on continuing education programs, periodic newsletters, forums for exploring practice issues, innovative products and services, provide guidance and information about practice content, ethics, and what is expected of dietetic professionals in these areas of practice



# DPGs

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# Employment

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In the 2015 membership survey, 11 percent of registered dietitians (RDs) and 17 percent of dietetic technicians, registered (DTRs) indicated their practice is in food and nutrition management.

24 percent of practitioners are executives, directors, or managers, and another 17 percent are supervisors or coordinators

In the same study, it was reported that salaries for the food and nutrition manager are the highest of those in any practice area.

# Employment

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Today, the food service includes all establishments where food is regularly served outside of home, which includes:

1. Food Service in Acute Care
2. Food Service in Long-Term Care
3. Food Service Within Other Institutional Settings
4. School Nutrition Programs
5. Commercial Food Service

# Food Service in Acute Care

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# Food Service in Acute Care

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The type of service provided in hospitals or similar healthcare institutions in which patients receive short-term medical treatment, usually 1–5 days.

Characteristics:

1. Fast turnover of patients with day-to-day fluctuations in the number of meals prepared and served.
2. Special diets requiring different types of food preparation. In some instances, as many as 50 percent of all patients will require special or modified diets.
3. Selective menus for patients, increasing the number of food items prepared.
4. Multiple serving systems in an institution, such as individual tray service, decentralized service with pantries on patient floors, and restaurant-style service providing individualized patient service.

# Food Service in Acute Care

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Food preparation:

1. In some institutions, food is prepared in bulk, then pre-portioned and held until the time of meal service, when it is re-thermalized and served.



# Food Service in Acute Care

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Food preparation:

2. In others, food is prepared centrally just before meal service and either portioned individually or sent in bulk to patient areas for individual service.

# Food Service in Acute Care

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Dietitian:

- Has overall responsibility for food production and service
- May share this responsibility with a dietetic technician, chef, or manager
- Must be knowledgeable in:
  - food production techniques
  - food purchasing
  - safety and sanitation
  - strategic planning
  - human relations
  - communication skills
  - managerial skills
  - financial management



# Food Service in Long-Term Care

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# Food Service in Long-Term Care

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The provision of food for clients in nursing homes, extended care facilities, and correctional institutions.

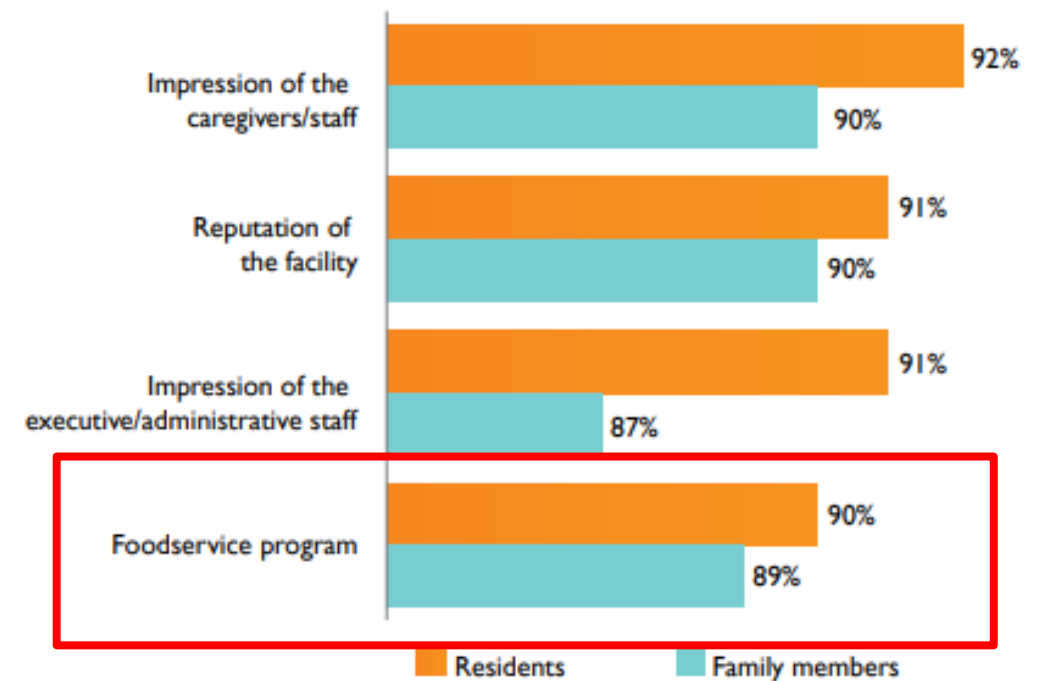
Characteristics:

1. Clients are long term and are usually served in group settings
2. Central food production and few special diets are typical
3. The food service may be managed by a dietetic technician or by a certified dietary manager under the direction of a dietitian consultant
4. Necessity of ensuring nutritional adequacy and acceptability over longer periods of time

# Food Service in Long-Term Care

- Foodservice is one of the most important decision-making factors when choosing a long-term care facility
- Foodservice Satisfaction: Most residents indicate that there are currently enough nutritious options.  
Indicating that the focus should shift more to more snacking options, all-day dining hours, fresh and grab & go options

*Importance of Factors During Decision-Making Process  
(Top 2 Box)*



# Food Service in Long-Term Care

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## Medical Model

Centralized kitchen  
Common dining area  
Limited offerings  
Set mealtimes  
Foodservice staff



## Neighborhood Model

Cross-trained staff  
Localized kitchens  
Localized dining  
Wide variety of offerings  
Flexible mealtimes

# Food Service Within Other Institutional Settings

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# Food Service Within Other Institutional Settings

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- ❖ Typically provided in colleges and universities, employee cafeterias, and business and commercial enterprises.
- ❖ May be for-profit or nonprofit
- ❖ Examples: cafeteria, dining room, restaurant.
- ❖ The dietitian's responsibility is to provide food that is:
  - ✓ Safe
  - ✓ Acceptable to the customers
  - ✓ Meets financial expectations
  - ✓ Promotes good nutrition.



# School Nutrition Programs

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# School Nutrition Programs

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School nutrition programs, offering either lunch or breakfast, or both, are available in public schools, nonprofit private schools, and residential child care institutions. Over 31 million students from preschool through grade 12 were fed daily.

- ❖ Must meet specific guidelines for nutritional quality of meals and for student eligibility.
- ❖ Free or reduced-price meals are provided based on the family economic status
- ❖ The emphasis is on long-term health benefits for children
- ❖ Dietitians in school nutrition programs need both managerial and nutrition education skills.
- ❖ Dietitians showed the highest level of satisfaction with the nature of the work
- ❖ The customer is the most important consideration
- ❖ Food service that meets strict guidelines for safety and nutritional quality while also controlling costs



# School Nutrition Programs

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How school nutrition programs can reduce widespread malnutrition



<https://www.youtube.com/watch?v=Tiq67-bAV3M>

# Commercial Food Services

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# Commercial Food Services

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# Commercial Food Services

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- ❖ Commercial food service: retail and hospitality food service establishments that prepare food for immediate consumption on or off premises
- ❖ The types of establishments employing dietitians: independent restaurants, catering services, casual and family dining restaurants, fine dining restaurants, supermarket chains, limited service (fast-food) chains, and hotel chains.
- ❖ Five specific areas of need in this type of work:
  - ❖ nutrition education
  - ❖ healthful menu planning
  - ❖ recipe and menu analysis
  - ❖ marketing
  - ❖ quality assurance.

# Commercial Food Services

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Local example

<https://www.youtube.com/watch?v=XshhYGGI6qU>

# Further Areas of Opportunity

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- Research and development
- Skills: Consumer affairs, media relations, public relations, marketing, decision making, business organization
- Emergency feeding for displaced persons & Disaster planning centers
- Adult and child care programs

# Definitions

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Food production. The process of preparing and serving food, including purchasing, storage, and processing.

Food services. Production and service of food; also refers to the unit or group responsible for feeding groups.

Food service systems. Activities that together form the inputs, transformation, and outputs that make up an entire food operation.

Human resources. The personnel in an organization.

Management. The administration and coordination of the activities and functions in an organizational unit.

Quality assurance. The certification of the continual, optimal, effective, and efficient outcomes of a service or program.