

KITCHEN DESIGN:

Hendricks GOES WITH THE FLOW

Feng shui-worthy flow of both product and people results from smart, open and efficient layouts in the kitchen and servery at Hendricks Regional Health.

By Janice Cha

If the new foodservice facility at Hendricks Regional Health, Danville, Ind., had to be described in only four words, they would be these: rhythm, flow, speed and efficiency.

Hendricks kitchen and servery opened in July 2010 as part of a \$60 million expansion at the 160-bed hospital. Its two main operations include the Copper Grill retail servery for hospital staff and visitors, and a stellar room-service program called At Your Service that's garnering 99% patient satisfaction scores. The kitchen also supplies a local Meals-on-Wheels program and sends bulk food to a nearby senior center.

Nutrition and Dietetics Director Martha Rardin, MSM, RD, CD, who's served at Hendricks for nearly 28 years and who just this year earned a lifetime achievement award from the Indiana Dietetic Association, spent nearly three decades designing the ideal hospital kitchen in her mind. The hospital's expansion provided the perfect opportunity to turn her experience into reality.

By all yardsticks, Hendricks' Copper Grill and At Your Service (patient meals) have proved to be the proverbial slam-dunk. "In 2011, our first full year of operation, gross sales jumped 30%," Rardin says. "Our pro-



Photos by Maya Laurent Photography

Copper Grill layout lets Hendricks employees choose and pay for their meals in five minutes or less.





jected revenues for '13 increased 42% over '09 prior to construction, and 25% over '12's gross sales. At the same time, operating costs have remained stable with inflation after our opening three years ago."

Design Team And Timeline

The re-invention of Hendricks' foodservice operations were led by Rardin and her "wingman," Nutrition & Dietetics Supervisor Beth Summers. Scott Reitano, FCSI, of Indianapolis-based Reitano Design Group, oversaw facility design; Robert Snyder, of

BSA LifeStructures, Indianapolis, handled architecture, and interior design was the work of Indianapolis-based Maregatti Interiors.

Design planning for the new kitchen and servery began at the end of 2007, and construction started nearly a year later. Hendricks foodservice staff began to move in in spring '10, and the new wing's grand opening took place in July of that year.

Flow Follows Function

Rardin's and Reitano's layout espouses *feng shui*-worthy flow when it comes to moving food from receiving to serving—with no crossovers,

Small-batch cookery at the various stations ensures maximum food quality.

no doubling back or extraneous handling. And throughout, food safety features abound.

The 7,774-sq.-ft. kitchen uses an open floorplan that lets workers see from one end to the other. "Our old kitchen had walls everywhere," Rardin says. "This kitchen, because it's so open, is actually quieter without walls for sound to bounce off of."

Hendricks' ingredients and supplies arrive from the dock on pallets, which are rolled into the walk-ins via garage doors at the back or into dry storage through a separate back entrance. An electronic, remote temperature-monitoring system tracks refrigeration temps around the clock and sends alerts via email or phone if temps go out of range.

Walk-ins occupy 1,100 sq. ft., while dry storage covers about 1,200 sq. ft. of the space—important because "we're using a seven-week-cycle menu in the Copper Grill to maximize offerings for our customers," Rardin says. This increases inventory costs and also requires flexible, high-density shelving to use food on a first-in, first-out basis. The design team added shelving units wherever space allowed, netting the kitchen about 40% more storage in roughly the same footprint as before.

Rardin also appreciates the shelving system's cleanability. "You can easily remove the walk-ins' shelves and run them through the warewasher," she explains. "Other units have ABS plastic liners, which we wash the same way."

As needed, ingredients are pulled and readied at prep tables. The tables were spec'ed to be double-wide so more people

Hendricks Regional Health

Danville, Ind.

Name Of Foodservice Facilities: The Copper Grill & At Your Service (room service)

No. Of Beds: 160

Opened: Summer 2010

No. Of Seats: 200

Hours Of Operation: 6:30 a.m. - 7:30 p.m., daily

Room Service Hours: 6:30 a.m. - 8:45 p.m., daily

Station Sampler: Salmon Patties, Sautéed Vegetables with Marinated Chicken, Copper Grill Pizza, Chicken Bacon Club Salad, Bachelor Cherry Cobbler

Average Check: \$4.22

Daily Covers: 1,010 (includes Copper Grill, At Your Service, Meals On Wheels, Senior Center, Catering)

Annual Sales: \$930,000

Foodservice Equipment Package: \$1.3 million (including walk-in refrigeration and exhaust system)

New Kitchen Size: 7,774 sq. ft. (includes call center and offices)

Copper Grill Servery Size: 2,267 sq. ft.

Overall Foodservice Facility Size: 17,507 sq. ft.

Director Of Nutrition And Dietetics: Martha Rardin, MSM, RD, CD

Facility Design Consultant: Scott Reitano, FCSI, Reitano Design Group, Indianapolis

Architect: Robert Snyder, principal, BSA LifeStructures, Indianapolis

Interior Design: Maregatti Interiors, Indianapolis

Contractor: Stafford-Smith, Inc., Indianapolis office

Consultant/Project Manager: Wurster Construction, Indianapolis

KEC Project Manager: Adam Schut (now with Schert Foodservice Equipment)



Equipment List

Cafe & Room Service Kitchen

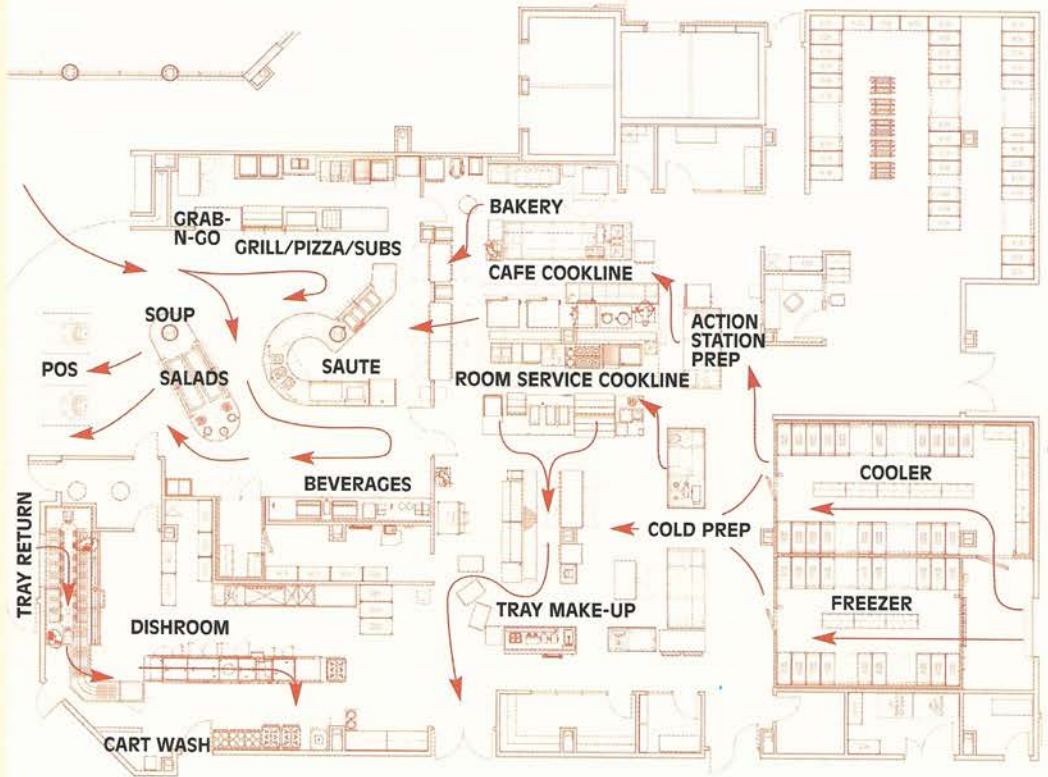
Cres Cor warming/holding cabinet
Amana toaster
APW Wyatt/Standex heated plate
Avtec/Unified Brands utility
distribution system
Cleveland/Manitowoc combi ovens,
steam kettle, mixer kettle,
tilt skillet
CookTek/Middleby induction cooker
Cres Cor holding cabinet
Everpure water filter with alarm
Frymaster/Manitowoc fryers,
pasta cooker
Garland/Manitowoc convection oven
Hamilton Beach mixer
Hatco hot water dispensers,
hot wells
Hobart/ITW FEG 40-qt. mixer, slicer
InSinkErator/Emerson disposer
Jade/Middleby 36-in. step-up range
Keating 30-in. griddle
Penn walk-in cooler/freezer
Robot Coupe food processor
Sani-Floor self-washing floor trough
Silver King refrigerated drawers,
salad prep tables
TEC 24-in. charbroiler
Toastmaster/Middleby toaster
Traulsen/ITW FEG blast chiller,
dual-temp reach-in, pass-thru,
refrigerators
TurboChef/Middleby rapid cook
oven

Dishroom

Advance Tabco soak sink
Aerowerks tray accumulator
CPI cutlery polisher/sanitizer
Hobart/ITW FEG flight-type
dishmachine
InSinkErator/Emerson disposers
Hobart dishmachine
Power Soak/Unified Brands
power-wash sink

Servery

APW Wyatt/Standex hot wells
CookTek/Middleby induction
cookers
Everpure water filter with alarm
Follett ice maker, ice/water
dispenser
Frymaster/Manitowoc fryers
Hatco drop-in heated shelf, heated
stone shelf, sandwich slide
Keating 24-in. griddle
Lang/Middleby panini grill
Low Temp cold wells
Master Air hoods
Master-Bilt/Standex ice cream case
Silver King hood, refrigerated stand,
salad prep table, worktop refig.
Structural Concepts display cases
TEC charbroiler
Toastmaster/Middleby toaster
Traulsen/ITW FEG dual-temp reach-in
TurboChef/Middleby rapid cook
ovens



can work at them at one time comfortably. Handy over-shelves fitted down the middle hold spices and utensils. One table includes a food processor, a disposer unit and hot water dispenser; the other is a cold-prep table to keep the cold chain intact.

Prepped food then goes either to the At Your Service short-order cookline (dedicated to room service orders) or the Copper Grill support cookline. The room service line-up rivals any short-order restaurant with its griddle, range, charbroiler, fryers and pasta

cookers. The Copper Grill cookline features large-batch cooking equipment such as steam-jacketed kettles, combis and tilt skillets. Both lines share one hood, a variable-speed on-demand unit that operates more quietly and keeps kitchen temperatures cooler. A nearby blast chiller unit ensures safe,

Hendricks At Your Service patient meal program has earned 99% satisfaction scores thanks to tailored menus and a well-equipped cookline.





Jewel-toned wall tiles, dramatic spot-lighting and a touch of greenery welcome guests to Copper Grill.



A multi-level tray accumulator (in background) ferries soiled dishes from Copper Grill directly into the dishroom.

fast cooling.

Room service orders continue on to the tray make-up area, where staff places finished trays on carts and wheel them into nearby elevators to go up to patients. "We promise a 45-minute delivery time but we average 32 minutes," Rardin says. "Most of the patients place individual orders through our Call Center."

Copper Grill

The servery's back-of-house-made foods—sauces, soups and roasts,

for example—are transferred from the kitchen via hot- and cold-holding pass-through cabinets located behind the Copper Grill's Sauté station.

Copper Grill, covering 2,267 sq. ft., was designed for speed, quality and small-batch cooking. Speed-of-service was critical because most of the customers are Hendricks own staff. "To the immediate left as you walk in is the grab-n-go display. In front, closest to the POS stations, is the soup and salad bar," Reitano says. Copper Grill service times average 5 minutes or less.

Above each station, Epicure digital menu boards show pricing, calorie counts and allergy information at a glance. "The system allows us to program the menu to reflect the seven-week cycle so we don't have to adjust it daily or weekly. It's been a huge time-saver for our supervisor," Rardin notes.

Copper Grill customers can opt for made-to-order items from the Grill/Pizza/Sub and Sauté stations.

Panini presses, speed ovens and three induction cookers (for stir-fries, pastas and omelets) are some of the key pieces that add culinary flair to daily offerings.

Copper Grill's beverage station received the same careful design attention as the rest of the area. "It's 12-ft. wide, up from the 8 ft. proposed by the architect—I don't like to see people bunching up at beverage stations trying to decide," Reitano says.

Restocking bottles and cans can be literally done from behind scenes—the beverage support room also holds the ice maker and bin, water filtration system, bag-in-box system and paper product storage.

Cleaning Time

The Copper Grill's tray return starts with a multi-level tray accumulator that ferries soiled trays into the dishroom directly behind. Dirty dishes move in one direction toward the warewasher (freestanding so it can be cleaned or serviced from all sides), then to racks in the clean dish area, and from there, back to service points.

Rardin's one equipment indulgence here was a silverware burnisher, spotted at the Kitchen Innovations booth during a recent National Restaurant Association show. "When silverware comes out of the dishmachine, this unit uses a material that feels like cornmeal to further sanitize and polish them," Rardin says. "It's a finishing touch that speaks to the quality of our operation."

Challenge Accepted

Hendricks' new foodservice facility came with a few challenges. Design hurdles included support columns positioned smack in the middle of the servery, and the 0.10 mile distance between the dock and kitchen.

"Multiple support columns had to be worked into the design," Rardin recalls. "Two columns in particular stood right in the middle of the servery. We ended up wrapping them in jewel-toned tiles to add color and eye appeal, then incorporated each column into a station. One anchors the Salad station, the other the Sauté station."

The second rough patch involved the main dock's location, nearly a tenth of a mile away at the main building. This posed challenges for food deliveries and trash pickups. "We lobbied to have a dock added to the



The walk-in's wide back opening allows pallets of food to be immediately rolled inside, maintaining cold temperatures.

foodservice facility, but failed," Rardin says. "So we figured out workarounds."

The delivery solution was low-tech but smart. Deliveries are transported from dock to kitchen with the help of an electric pallet jack. A garage door at the back of the kitchen opens onto a small "vestibule" behind the two walk-ins.


"The wide opening we have with the garage door lets pallets of food be immediately rolled straight on into the walk-ins or dry storage. That ensures safe food temperatures and keeps food secure as well.

We only handle food once for storage, instead of three or more times under the old set-up," Rardin says. "With our old kitchen, pallets had to be staged in hallways until we

cleared enough walk-in space."

As for trash, the distance from the dock meant fewer pick-ups from Support Services Department. The team designed a holding room for trash and situated it away from the kitchen. Then it switched to smaller, 20-gal. trash cans. "Associates are asked to obtain clean trash cans and drop filled cans at the trash room," Rardin says. "This facilitates trash pick-up by keeping it in one area away from the kitchen. The cans' smaller size and weight have also decreased the number of workers' back injuries."

The design works so well because of the quality of the details. "When operators come for a visit, I tell them, 'You have to speak up for yourself,'" Rardin says.

Reitano agrees. "Martha and Beth were full-blown members of our design team," he says. "They walked through every aspect of the operation. The more involved the operator, the better the design will be." 

Manitowoc
mtwfsusa.com

