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THE UNIVERSITY OF OKLAHOMA

GRADUATE COLLEGE

THE FOOD SERVICE OF THE CENTRAL STATE

GRIFFIN MEMORIAL HOSPITAL

A THESIS

APPROVED FOR THE DEGREE OF HOME ECONOMICS

THE FOOD SERVICE OF THE CENTRAL STATE

GRIFFIN MEMORIAL HOSPITAL

A THESIS

SUBMITTED TO THE GRADUATE FACULTY

in partial fulfillment of the requirements for the

degree of

MASTER OF SCIENCE

BY

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Norman, Oklahoma

1955

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CHAPTER I

Figure

I. Tuberculosis Building Organization Chart.....	21
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High-Gate College, a Methodist School for Girls, was founded in 1890 in Norman, Oklahoma, where Central State Griffin Memorial Hospital now stands. The entire school was housed in one large rock and brick building. The successful operation of the College was interrupted by the opening of the University of Oklahoma in 1892 in Norman. High-Gate remained open for two years after the university was established. However, as the majority of the girls were attracted by the co-educational aspects of the University, the enrollment decreased and High-Gate ran into financial difficulties and finally was forced to close.

On the fifteenth day of June, 1895, the one building of the school became the "Home of the Territorial Insane," a private mental hospital operated by a stock company. The stock company made a contract with the territorial government to take care of the territorial insane for sixteen

dollars and sixty-six cents per patient per month. Three dollars of this amount was allocated to food purchasing to cover three meals per person per day. This allowed three and one-third cents per meal, a total of ten cents per day per patient.

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GRIFFIN MEMORIAL HOSPITAL

Later when the stock company incorporated, the institution became known as the Territorial Insane Sanitarium Company."

CHAPTER I

INTRODUCTION

Historical Background of the Food Service Department

High-Gate College, a Methodist School for Girls, was founded in 1890 in Norman, Oklahoma, where Central State Griffin Memorial Hospital now stands. The entire school was housed in one large rock and brick building. The successful operation of the College was interrupted by the opening of the University of Oklahoma in 1892 in Norman. High-Gate remained open for two years after the university was established. However, as the majority of the girls were attracted by the co-educational aspects of the University, the enrollment decreased and High-Gate ran into financial difficulties and finally was forced to close.

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dollars and sixty-six cents per patient per month. Three dollars of this amount was allocated to food purchasing to cover three meals per person per day. This allowed three and one-third cents per meal, a total of ten cents per day per patient.

Later when the stock company incorporated, the institution became known as the "Oklahoma Sanitorium Company." As the population in the territory increased, the hospital expanded to accomodate the increasing number of mentally ill and apparently operated in a successful manner as a private institution for a period of twenty years. On July 1, 1915, the State of Oklahoma purchased the Sanitorium for \$150,000.00 and the "Oklahoma State Hospital" was born. By this time there were 1005 patients, over half of whom were negro, and 109 employees. The Food Service Department, in the beginning of state control, consisted of a storeroom, butcher shop, bakery, one kitchen, two dining rooms and a farm. This one preparation and two serving areas accommodated all patients and all employees.* The kitchen was located in between the patients' and employees' dining rooms. There were two cooks -- a man and his wife. They were required to work twelve hours per day, alternating their shifts. They were paid fifty dollars per month plus maintenance for their services. The kitchen opened at

*

Building #18 on map of grounds p. 10.

4:00 A.M. and closed at 7:00 P.M. There were two dining room women, one for each shift, whose services were secured for thirty dollars per month in addition to their maintenance. The large majority of the personnel in food service then, as today, was patient help. All patients, if at all able, reported to the dining room. Plates were filled and carried on a wooden cart to those patients that were not ambulatory. The white patients were served first and then the colored patients. They were served in the same dining room. The duties consisted of slaughtering animals as well as All food supplies were purchased through the State Board of Affairs or were raised on the farm that was owned and operated by the state in conjunction with the hospital. A central storeroom and meat market were housed together. Patients hauled the supplies from the storeroom or the meat market to the kitchen using wagons pulled by hand. The fresh vegetables were brought in from the farm and distributed to the wards, whenever possible, for patients other than the kitchen workers to assist in the pre-cook preparation. Milk and beef cattle and hogs raised on the hospital farm supplied the very meager amount of milk and fresh meat served. A visitor in the middle 1930's recalls that the great majority of the patients received only enough milk for their coffee and that even white sauce was made with water. One egg a week was served for Sunday breakfast. The farm was operated

solely by patients under the supervision of the business manager of the hospital. It was the main source of the food supply and the hospital leaned heavily on its yield. Over the years the land holdings have increased until at the present time there are 1278 acres, a portion of which is under cultivation, the balance being devoted to the raising of dairy and beef herds and swine.

In the earlier years of operation the meat market was operated by one paid employee with the assistance of patients. The duties consisted of slaughtering animals as well as cutting the meat into the desired cuts for distribution to the kitchen and to the families that received maintenance as part of their salary. This man earned fifty dollars per month in addition to his maintenance.

The hospital bakery was operated similarly. The baker's salary was seventy dollars monthly.

In 1924 the second food service unit was opened. This consisted of a kitchen and dining room in a new building built by the state to house veterans of all wars.* Two more employees, a man and his wife, were added to the payroll of the food service department and had as their responsibility all of the food preparation and service for three meals each day.

Prior to 1925, the Tubercular patient was not segregated. The third unit came with the isolation of the more

*Building #14 on map of grounds p. 10.

advanced cases of tuberculosis in a small rest hall with a diet kitchen.** This building did not begin to meet the needs. However, it was a step in the right direction. One employee was added to take care of the food preparation and service for this hall.

The population continued to increase until it was impossible to take care of all of the patients in the one dining room. With an increase in number of patients the number of employees had increased until their dining room was also too small. In 1930 the lower floor of a ward building*** was made into a kitchen and dining room for all women patients. Two employees were hired for this new kitchen. About a year later the female paid employees were served all of their meals in this new area and the male employees continued to eat in the small employees dining room. Another employee was added to the men's food service and also to the food service area for women.

October 1, 1931 a Food Service Supervisor was employed to head the food service. Previously the cooks, as well as all of the personnel in the kitchens and dining rooms, were directly responsible to the business manager of the hospital. As there was no space for an office for this newly created position, the supervisor went from one foods

** Building #36 on map of grounds p. 10.

*** Building #4 on map of grounds p. 10.

unit to another. Her duties consisted mainly of making the menus, requisitioning the food supplies for the kitchens and seeing that they were delivered. Her staff numbered thirteen food service employees.

A big milestone was reached in the history of the hospital in the spring of 1934. Five hundred negro patients were moved to a hospital of their own, which had just been completed by the state, at Taft, Oklahoma.

In 1945 a new kitchen and dining room were built for male patients.* This kitchen was completely equipped with the most modern equipment, the first time that such equipment in the necessary amount had been made available to the workers of this department.

In 1946 an Annex was added to Central State Hospital as an overflow for the crowded condition that existed. This annex, located near Lexington, had been a federal government owned building, built to house a gunnery school for the navy during the war. The food service of the annex consisted of three kitchens and two dining rooms, a large dining room and kitchen that afford cafeteria service for about 350 patients, a cafeteria and kitchen accommodating about fifty employees, and the diet kitchen for preparation of special diets for patients who are physically ill. These units received all supplies from the central storeroom and meat market of the hospital. The annex will not be discussed

*Building #37 on map of grounds p. 10.

further as it was not included in this study.

In 1948 the state provided the hospital with a new building that completely isolated all tubercular patients.* The new kitchen and dining room in this building offered cafeteria service for those patients who were ambulatory and tray service for bed patients. In the same year a new preparation and service area was provided for all female patients.** This new addition proved to be a great improvement over the old one.

The twenty-fourth Legislature, in 1953, changed the name of the hospital to Central State Griffin Memorial, in honor of Dr. D. W. Griffin, who served as superintendent of the hospital for forty-one years.

This same legislature set in motion a reorganization program with an appropriation for this purpose. The initial movement was taken by the state Mental Health Board with the appointment of a Director of Dietetics to act as a consultant for the food service departments of the six mental hospitals in the state.

In September of 1953 a chief dietitian was selected to assume the duties of Food Service Director at Central State Griffin Memorial Hospital. (14) The primary objectives of the food service department were established on the

* Building #37 on map of grounds p.10.

** Building #41 on map of grounds p. 10.

requirements set up in "Standards for Psychiatric Hospitals and Clinics," (18) a publication of the American Psychiatric Association, Mental Hospital Service, Washington, D.C. They are as follows:

The food served should be varied in kind, adequate in amount, of proper caloric content, and attractively served at appropriate temperatures. Suitable provisions should be made for serving special diets where medically indicated. Cafeteria service has been demonstrated to be feasible for practically all ambulatory patients and possesses many advantages.

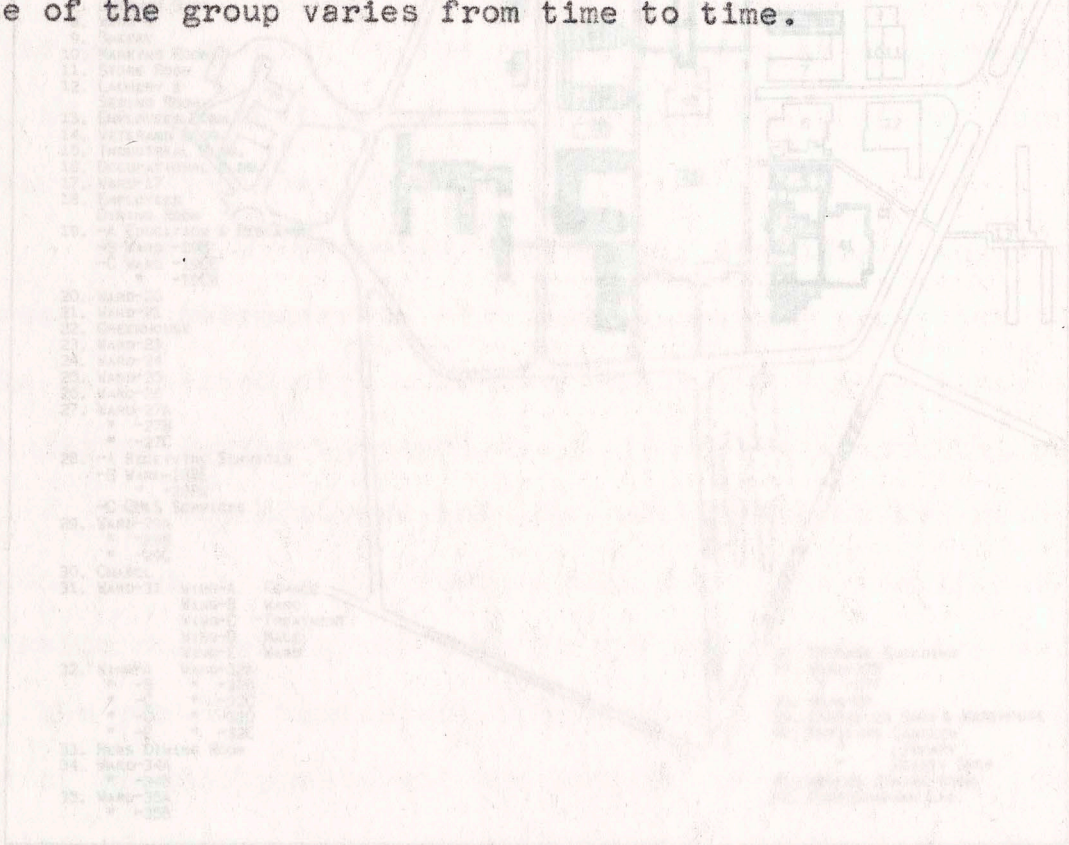
As far as dietary requirements the "Standards for Psychiatric Hospitals and Clinics" (18) state under "Functional Units of the Public Mental Health Hospital" that the organization of the hospital should provide essentially the functions named below:

The diet of patients is a medical responsibility. The Dietetic Service should be directed by a qualified chief dietitian, preferably responsible to medical authority, and an adequate staff of qualified assistants. Because of many variable factors, such as the number and size of dining rooms, the degree of individual service provided, the distance from kitchens, and the method of preparation, it is not proposed to determine generally applicable ratios for dietetic personnel.

The need for introducing system and order into the food service was one of the immediate concerns of the newly appointed dietitian. An analysis of each of the foods units followed.

The food service department at the beginning of this study consisted of five preparation and serving areas accommodating approximately 3100 patients hospitalized at that

time. The budget allowed approximately sixty cents per patient per day food allowance. There were approximately 700 meals being served daily to employees in the Employee Cafeteria. There were fifty-five paid employees and 129 patient helpers in the food service preparing and serving the necessary 10,000 meals daily. There were thirty-six student nurses receiving three meals daily, as part of their compensation, in the cafeteria for employees. These student nursing groups, from the University Hospital, spend three months in various treatment areas on the grounds. The size of the group varies from time to time.



Purpose of This Study

The purpose of this study is to analyze and evaluate

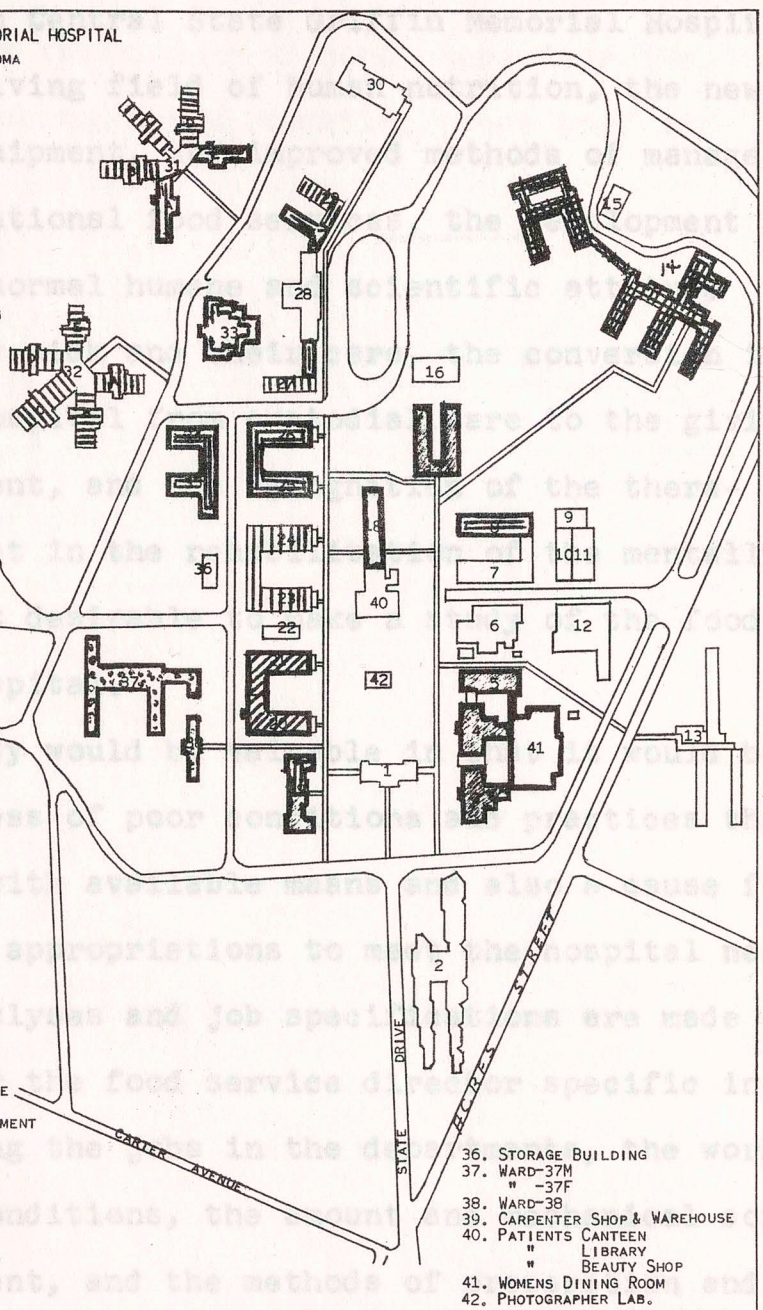
CENTRAL STATE GRIFFIN MEMORIAL HOSPITAL
NORMAN, OKLAHOMA

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KEY:

- A-----1ST FLOOR
- B-----2ND FLOOR
- C-----3RD FLOOR
- M-----MALE
- F-----FEMALE
- E-----EAST
- W-----WEST

- 1. ADMINISTRATION BUILDING
- 2. NURSES HOME
- 3. WARD 3A
" 3B
" 3C
- 4. WARD 4A
" 4B
" 4C
- 5. WARD 5A
" 5B
" 5C
- 6. POWER PLANT
- 7. BUTCHER SHOP
- 8. WARD-8
- 9. BAKERY
- 10. MARKING ROOM
- 11. STORE ROOM
- 12. LAUNDRY & SEWING ROOM
- 13. EMPLOYEES DORM
- 14. VETERANS BLDG.
- 15. INDUSTRIAL BLDG.
- 16. OCCUPATIONAL BLDG.
- 17. WARD-17
- 18. EMPLOYEES DINING ROOM
- 19. -A EDUCATION & RESEARCH
-B WARD -19B
-C WARD -19CE
" -19CW
- 20. WARD-20
- 21. WARD-21
- 22. GREENHOUSE
- 23. WARD-23
- 24. WARD-24
- 25. WARD-25
- 26. WARD-26
- 27. WARD-27A
" -27B
" -27C
- 28. -A RECEIVING SERVICES
-B WARD-28BE
" -28BW
-C GM&S SERVICES
- 29. WARD-29A
" -29B
" -29C
- 30. CHAPEL
- 31. WARD-31
WING-A FEMALE WARD
WING-B WARD
WING-C TREATMENT
WING-D MALE WARD
WING-E WARD
- 32. WING-A WARD-32A
" -B " -32B
" -C " -32C
" -D " -32D
" -E " -32E
- 33. MENS DINING ROOM
- 34. WARD-34A
" -34B
- 35. WARD-35A
" -35B



- 36. STORAGE BUILDING
- 37. WARD-37M
" -37F
- 38. WARD-38
- 39. CARPENTER SHOP & WAREHOUSE
- 40. PATIENTS CANTEN
" LIBRARY
" BEAUTY SHOP
- 41. WOMENS DINING ROOM
- 42. PHOTOGRAPHER LAB.

Purpose of This Study

The purpose of this study is to analyze and evaluate the food service in Central State Griffin Memorial Hospital. Because of the evolving field of human nutrition, the newer developments in equipment, the improved methods of management of all institutional food services, the development in society of a more normal humane and scientific attitude toward the mentally sick and their care, the conversion in objective of the hospital from custodial care to the giving of remedial treatment, and the recognition of the therapeutic value of diet in the rehabilitation of the mentally ill, it seemed most desirable to make a study of the food services of the hospital.

Such a study would be valuable in that it would be a cause for awareness of poor conditions and practices that could be remedied with available means and also a cause for stimulating larger appropriations to meet the hospital needs.

The job analyses and job specifications are made as a means of offering the food service director specific information concerning the jobs in the departments, the workers, the working conditions, the amount and mechanical condition of the equipment, and the methods of preparation and serving of food. These recordings could be used in evaluating the required output at a high standard of operation and in arranging the equipment to reduce hazards to the health and

safety of the employees. The analyses and specifications could be a basis for systematic wage determination, aiding in the classification and standardization of jobs, specializing and increasing the number of jobs where feasible, simplifying and reducing, or eliminating, jobs that are duplicated.

REVIEW OF LITERATURE

One of the most important steps in developing a successful organization is to analyze the different jobs within the organization and have written records of the results. The work involved is reduced and made more exact by following a definite procedure known as job analysis. (16) This procedure involves classification and evaluation of all available facts about a given position.

The purposes of job analysis according to R. F. Wallace (13) are:

Job analysis furnishes the information from which job descriptions are prepared and upon which job classifications are based. It determines the characteristics of the jobs. It lays the basis for intelligent selection, for designing the training program, for appraising the working conditions, for systematic wage determination as it makes possible the setting of job standards based on careful comparisons of duties and responsibilities. It facilitates the making of promotions and transfers. It tends toward greater efficiency due to improved placement and frequently suggests method improvements. It assists management in the proper allocation of authority and responsibility by describing the duties of each position and the inter-relationships among positions.

Another purpose of making a job analysis is to furnish the employer with specific information on working

conditions, which is helpful in buying new equipment or in developing a more efficient arrangement of the equipment that is in use. Not only will this information be of value in increasing the efficiency of the operation but it may reduce hazards to the safety and health of the workers. (15)

CHAPTER II

REVIEW OF LITERATURE

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There are various methods of conducting a job analysis. (2) One method often used is to develop a questionnaire and have the workers doing a particular job fill it out. The analyst then assembles and compares the answers given on the forms and from the various replies submitted by compiles a job description. (15)

Another method of performing a job analysis is to have the department head make the analysis in his department. The advantage of this method is that the department head will be more willing to make changes that he himself recommends as a result of his study. He should be capable of making the analysis as it does not necessarily require a person with technical training. (16)

A combination of the two methods mentioned above has proved successful. One person heads the program and delegates responsibility where it is possible and desirable. An itemized form is filled out by all of the workers. Two different forms are used; one form is filled out by the supervisors and another by the non-supervisors. (16)

The analyst should possess above average mental

ability, be very accurate and observant, and able to express what is observed in concise written statements. (15) Interest, patience, kindness and sociability are essential qualities necessary to question workers about their jobs. The person may or may not be a college graduate, engineer or one who has had formal training. (16)

In planning job analysis the assistance of the state employment service may be of great benefit. There is no charge for their services. The analysts provided by the state usually act as consultants for the persons selected by the organization to perform the actual analyses.

The forms followed in making an analysis may vary. (3, 5, 17, 19, 20) However the information obtained is basically the same. West and Wood (6) offer the following as a general outline that may be used.

1. The job identification and name.
2. Supervision - the immediate supervisor, foreman, and superintendent of the job.
3. Tools and materials used on the job.
4. Description of the actual work, which includes the exact objective duties performed regularly, periodically, and occasionally.
5. Description of the nature of the work.
6. The human requirements for the work: mental, physical, social, and moral.

Job analysis is the basis of all job specifications. (6) The data comprising the completed job analysis are put into a form most useful for a given operation in establishing standards of work and in fitting the employee to the job. The job specification should be written concisely

and simply and should clearly describe the essentials of the position. (17) This specification is used in hiring new workers. Both the person in charge of selecting new personnel and the applicant for the job have before them, in the form of specification, all the information regarding the requirements of the job and of the worker on the job.

West and Wood (6) suggest the following form for the job specification in a food service.

1. Name of the job.
2. Qualifications of the worker.
3. Description of the job.
4. Working conditions and equipment.
5. Terms of employment -- hours of work, pay, vacation, sick-leave allowance and maintenance.
6. Opportunities for advancement.

The use of the job analysis and job specification should be followed by detailed work instruction sheets and further study of the job with the aim to eliminate unnecessary motions, the improvement of work procedure, and a reduction in amount of time spent in performing a specific job. (6)

to the employees pertaining to general hospital policies and to their work had been given orally. The only supervision was the daily visit of the food service supervisor, who visited the five kitchens and dining rooms. Her program was too heavy for follow-up supervision, or to see how the instructions given were carried out. In order then to make written records of each job, the work involved and requirements of the worker, it was necessary to spend twenty-four

CHAPTER III

PROCEDURE

The history of Central State Griffin Memorial Hospital has never been recorded. The information used by the author as a historical background for this study was obtained through the cooperation of Mr. W. L. Gibbs, hospital business manager, who has been associated with the hospital since 1913. This information was given orally to the author and was drawn from Mr. Gibbs memory, substantiated by legislative measures that brought about changes through the years.

The hospital food service had not been organized as a separate department prior to the beginning of this study. There were no written records available. All instructions to the employees pertaining to general hospital policies and to their work had been given orally. The only supervision was the daily visit of the food service supervisor, who visited the five kitchens and dining rooms. Her program was too heavy for follow-up supervision, or to see how the instructions given were carried out. In order then to make written records of each job, the work involved and requirements of the worker, it was necessary to spend twenty-four

hours a week for sixteen consecutive weeks, gathering and writing down specific data, in the five food service units. This covered the period from October 1953 to January 1954.

study. The fifty-two employees in the food service had been informed orally by the newly appointed food service director that the author would spend approximately three weeks in each unit and would interview each of them, recording all of the facts concerning their particular jobs such as the equipment used, time consumed, and duties required of each person to perform a given job. The cooperation of the employees was secured by explaining the purposes of the study and the advantages of having such information. The fact was made clear that the job, not the person, was being evaluated, measured, and analyzed.

Each employee in the food service, while on the job, was interviewed. The information was recorded by the author of this study during the interview. The job analysis plans suggested by West and Wood (6), Yoder (7), and others (2, 3, 4, 11, 21) were used as a basis for the questionnaire.

This information was abstracted and arranged in job specifications, emphasis being placed on the qualifications of the worker. General hospital policies concerning terms of employment that were included in the specifications, were obtained through the cooperation of the personnel director.

The equipment in each kitchen was listed and the

condition as to the state of repair, was indicated. Observations were made as to the arrangements and comments on the advantages or disadvantages were included in the authors' study.

General comments were included in a summary following each unit briefly discussing the menus served, types of diets, waste, amounts of food ordered and prepared, and general items of food cost control. Sanitation, such as cleanliness of rooms and equipment, sanitary preparation, service, and storage of food were discussed.

Due to the vast amount of material and the length of this study only the job analyses and job specifications of the employees in two of the foods units are included. The female food service was chosen because it is representative of a large unit. The male service, the other large feeding unit, accommodates approximately the same number of patients and the service is almost identical to the service offered the female patients. The tubercular service was included as an example of a small service and one offering a specific feeding problem.

There are five eight hour employees in this food service unit. They assume the responsibility of preparing and serving the food for these patients in addition to dishwashing, cleaning, care of the equipment, and all other kitchen activities.

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CHAPTER IV
RESULTS

Food Service in the Tuberculosis Building

In order to understand the food service in the Tuberculosis Building it seems pertinent to explain the details concerning this service.

The persons in this building are suffering from tuberculosis in addition to a mental illness, and in some cases other diseases as well. During this study there are eighty-nine patients in this area for whom food is prepared and served. Fifty-three of these patients are ambulatory and are served cafeteria style, in the dining room. Thirty-six do not have out-of-bed privileges and are served by the attendants from trays taken on carts to their bedsides. All of the patients in this building are given only a spoon with which to eat. This measure is taken to prevent the patient from inflicting body injuries.

There are five eight hour employees in this food service unit. They assume the responsibility of preparing and serving the food for these patients in addition to dishwashing, cleaning, care of the equipment, and all other kitchen activities.

ORGANIZATION CHART
Tuberculosis Building Food Service
25 to 95 Patients

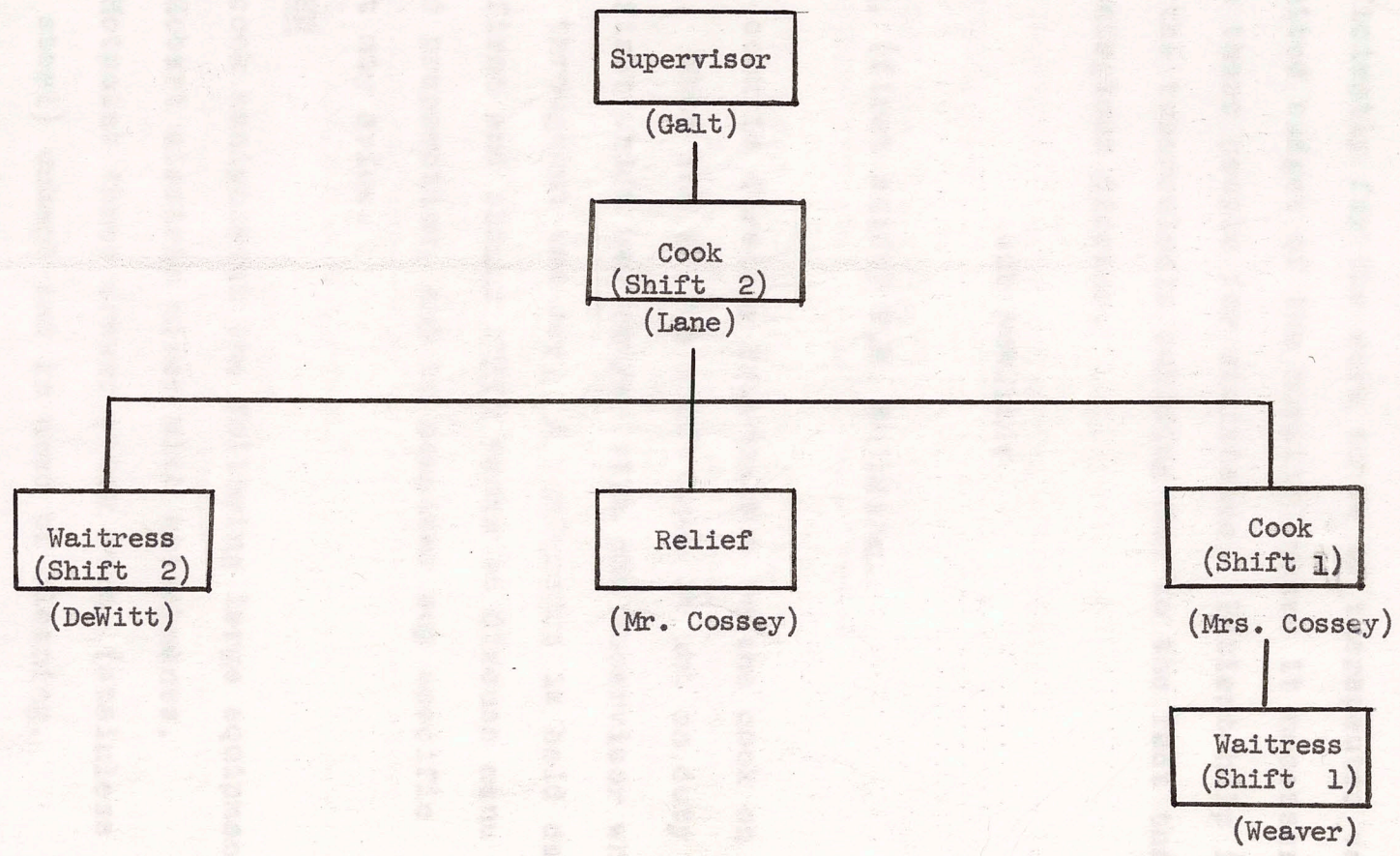


Fig. 1

Patients are employed as helpers in all of the other food service departments in the hospital when they have recovered sufficiently for the work to be of therapeutic value. Also the limited budget of the hospital makes it necessary to depend on these people for assistance. Patient help is not used in the tuberculosis building due to the fact that this is a contagious disease.

Job Analysis

JOB TITLE

Cook, (first shift) T.B. Building.

SUPERVISION

This cook is directly responsible to the cook on second shift. When the second shift cook is not on duty the cook on first shift may confer with the supervisor who is available throughout the day. A conference is held daily between the first and second shift cooks to discuss menu changes, food preparation, and to consider any specific problems that may arise.

EQUIPMENT USED

The cook manipulates the following large equipment:

One-Hobart electric mixer with attachments.

One-Hotpoint three drawer stock oven, (stainless steel) unkept and in need of cleaning.

Two-Hotpoint (stainless steel) cook stoves, one grill top.

One-Hotpoint (stainless steel) Deep Fat Fryer.
 Two-John Van sixty gallon Steam Jacket Kettle.
 One-Van Steam Chef.
 One-Stainless steel Vegetable Peeler.
 Two-Stainless Steel cooks tables.
 Two-Stainless steel double sinks with drain boards.
 One-Jamison walk-in refrigerator.
 One-Two-door Puffer-Hubbard refrigerator.
 One-Salvajar.
 One-Two unit Sterling Dishwasher.
 Two-Stainless steel clean dish tables.
 Two-Stainless steel dirty dish tables.

Has some small equipment, such as cutlery, quart measuring cups, bowls, cooking utensils, and containers for storage of food.

DUTIES

6:00 A.M. Reports for work.

Opens the kitchen, turning on lights and stove.

Checks menu for changes.

Checks breakfast supplies.

Prepares breakfast alone. Cooks dried fruit, cereal,

meat and meat gravy, eggs, and hot bread as

11:00 specified on menu.

Sets up serving counter with hot foods.

Assists waitress in setting up trays for cart

service to the bed patients.

7:30 A.M. Serves breakfast food from cafeteria counter.

8:15 A.M. Removes food from serving counter to kitchen.

Disposes of left-overs in incinerator.

8:30 A.M. Checks the refrigerator for perishables.

Begins preliminary preparation of meats and vegetables for dinner.

9:30 A.M. Works in dishroom.

Removes plate waste from soiled dishes.

Pre-rinses dishes using a Salvajar.

Stacks dishes in dish tray.

Operates automatic dishwasher washing all dishes, pots, and pans.

Stacks clean dishes in proper place.

Cleans pre-rinse machine, dishwasher, and dishes.

JOB DESCRIPTION tables.

Wet mops dishroom floor.

Alternates dishroom work and dining room cleaning with the waitress three days each week.

10:30 A.M. Prepares the main dinner dish, vegetables, standardized dessert, and sometimes hot bread.

11:00 A.M. Goes to the Employee Cafeteria for lunch.

11:30 A.M. Returns to work area and completes

dinner preparation. silver, pots and pans. All

Prepares special trays for diabetics following a twice weekly, prescription diet. Assists waitress in preparing carts for bed patient service. Sets up the steam counter with hot dinner foods. 12:15 P.M. Serves dinner, cafeteria style, from steam counter.

1:15 P.M. Removes food from counter to kitchen. Disposes of left-overs in incinerator. Checks breakfast menu for the next morning. Engages in preliminary breakfast preparation for the following morning. Confers with second shift cook concerning any menu changes or any staple or cleaning supplies that may be needed. 2:00 P.M. Cleans cooking area and leaves in order.

JOB DESCRIPTION

The first shift cook prepares breakfast foods for, at the present time, eighty-nine mental tubercular patients. The foods include dried fruits, cooked cereals, meat, eggs, and hot bread prepared according to the menu. There are no standardized recipes available to be followed in preparing the food. Responsible for the cleanliness of kitchen and dishroom equipment. Also responsible for the cleanliness and orderliness of the dishes, silver, pots and pans. All

equipment is cleaned daily and the refrigerators are cleaned twice weekly. Prepares all cooked food on the dinner menu alone, which includes the meat, vegetables, dessert, and often a hot bread. Works behind steam counter, two meals daily, serving food on individual plates as patients pass by cafeteria style.

JOB REQUIREMENTS

This cook must have good health and be able to work without suffering fatigue. A food handler's permit is required. Typhoid inoculation and lung x-rays are required and are given annually at the expense of the hospital.

There are no other specific requirements. However, the employer recognizes that the employee must be of normal intelligence, being able to read and follow directions and make modifications as necessary. Previous experience is desirable. An understanding of and willingness to follow sanitary measures in all phases of the work is necessary. A desire to work with the people and an interest in them are essential.

Patients suffering from Diabetes, or any other illness, in addition to Tuberculosis. The food must be ready to serve promptly at the scheduled time. There are no standardized recipes in use and the cook must be able to supply own recipes and adjust them to the quantities necessary. All foods that have been placed on the serving counter but not served must be destroyed by burning, due to possible content

Job Specification

JOB TITLE

Cook, (first shift) T.B. Building.

QUALIFICATIONS

Good physical and mental health

Average intelligence

Able to give directions

Honest and dependable

Cooperative

Industrious

Neat and clean personal appearance.

JOB DESCRIPTION

Prepares two meals daily for a maximum of ninety-five patients. At the time of this study there are fifty-three patients served cafeteria style in the dining room and carts take prepared trays to thirty-six bed patients. Prepares breakfast and dinner foods, that require cooking, according to the menus. Prepares special diet trays for patients suffering from Diabetes, or any other illness, in addition to Tuberculosis. The food must be ready to serve promptly at the scheduled time. There are no standardized recipes in use and the cook must be able to supply own recipes and adjust them to the quantities necessary. All foods that have been placed on the serving counter but not served must be destroyed by burning, due to possible contamination.

nation. Responsible for cleanliness of all equipment in preparation unit and dishroom. Directly responsible to the cook on second shift.

WORKING CONDITIONS AND EQUIPMENT

Light and comfortable working area.
 Air odorous from food preparation.
 Modern and adequate large equipment, conveniently placed, but in need of cleaning and repair for the maximum efficiency and sanitation.
 Subject to falls from wet slippery floors due to leaking dishwasher.

Subject to burns from handling hot food.
 A highly contaminated area.

TERMS OF EMPLOYMENT

"Hours:"

6:00 A.M.--2:00 P.M. Six days per week.

Regular day off -- Tuesday.

Thirty minute lunch period.

Pay:

\$155.00 per month.

Six paid holidays each year.

Fourteen days paid vacation given for each year worked.

One and one-fourth days sick leave given for each month worked, the employee being able to accumulate fifteen days per year.

Three uniforms laundered weekly by the hospital without charge.

JOB TITLE

Aprons are furnished and laundered.

Waitress, (first shift) T. E. Building.
Employees must eat meals in designated areas. Meal

SUPERVISION

tickets may be purchased in the business office of the hospital for fourteen dollars, the cost being deducted from his or her pay check.

EQUIPMENT USED

This ticket entitles the employee to forty meals at the cost of thirty-five cents each in the Employee Cafeteria. All employees being served in the cafeteria must purchase meal tickets.

If employed after September 1953 must submit to and pass intelligence and psychological tests.

OPPORTUNITIES OFFERED

Small salary increase as a result of tenure.

Forty - Dining room chairs.

Uses the electric mixer in the kitchen and operates the dishroom equipment.

Handles the silver spoons, sectional plates, and drinking cups.

DUTIES

6:00 A.M. Reports to work.

Opens the dining room, unlocking the door, turning on the lights, and steam counter.

Makes coffee.

Job Analysis

JOB TITLE

Waitress, (first shift) T. B. Building.

SUPERVISION

The waitress is directly responsible to the cook on the same shift.

EQUIPMENT USED

The waitress manipulates the following equipment:

One-Electric, four unit stainless steel steam counter.

One-Tri-Saver stainless steel eight gallon coffee urn.

One - Utility cabinet, stainless steel

Three - Food carts, one stainless steel, two not very good.

Ten - Dining room tables.

Forty - Dining room chairs.

Uses the electric mixer in the kitchen and operates the dishroom equipment.

Handles the silver spoons, sectional plates, and drinking cups.

DUTIES

6:00 A.M. Reports to work.

Opens the dining room, unlocking the door, turning on

the lights, and steam counter.

Makes coffee.

Sets up serving counter and food carts with foods that do not require cooking, such as fruit or fruit juice, dry cereals, butter, bread, and milk.

Assists the cook in setting up the serving counter and carts with hot foods.

7:15 A.M. Fills drinking cups with milk and coffee.

Wheels the carts into the hall for the attendants to take to the bed patients.

7:30 A.M. Serves breakfast, cafeteria style, from steam counter.

8:15 A.M. Removes food from steam counter to kitchen.

Cleans the steam counter, coffee urn, utility cabinet, and dining tables, and chairs with soap and water.

9:30 A.M. Checks the dinner menu. All equipment is

Prepares the salad for dinner according to the menu.

Opens the cans of fruit and refrigerates them if specified on the dessert menu.

Assists the cook in preliminary vegetable and meat preparation.

Sweeps and wet mops the entire dining and serving area and leaves it in order.

10:30 A.M. Goes to the Employee Cafeteria for lunch.

11:00 A.M. Returns to work.

Sets up counter and serving carts with cold food stuffs.

Assists the cook in completing the counter service for shift. dinner.

12:15 A.M. Serves dinner, cafeteria style, from steam counter.

Removes left-over food from the serving counter to kitchen.

1:15 A.M. Cleans the steam counter, bread cabinet, tables, and chairs with soap and water.

Sweeps the entire serving and dining area.

2:00 A.M. Leaves the dining room in order.

JOB DESCRIPTION

Primarily responsible for the serving of two meals each day, morning and noon, to, at present time, eighty-nine patients. Responsible for the cleanliness of the serving and dining area, and the cleanliness of the dishroom when alternating cleaning work with cook. All equipment is cleaned with soap and water following each meal service. The waitress assists the cook in all preliminary preparations. Prepares dinner salad if a salad appears on the menu. Refrigerates and opens canned fruit. Sets up the serving counter and food carts with canned fruit or fruit juice, milk, and coffee if served. Responsible for setting up counter and carts with foods that do not require cooking, such as dry cereals, bread, crackers, jellies or preserves.

JOB REQUIREMENTS

The requirements are the same as for the cook on first shift.

WORKING CONDITIONS AND Job Specification

JOB TITLE

Waitress, (first shift) T. B. Building per week.

QUALIFICATIONS day off -- Monday.

The qualifications are the same as for the cook on the same shift with the exception of directing the work of others. \$140.00 per month.

JOB DESCRIPTION of employment are the same as for the

Serves the morning and noon meal to a maximum of ninety-five mental tubercular patients. At the time of study fifty-three are served cafeteria style and carts convey prepared trays to thirty-six bed patients. Makes coffee for breakfast. Sets up the serving counter and serving carts with fruit or fruit juice, dry cereal, Jelly, salad, bread, butter, and beverages according to the menus. Wheels serving carts in the corridor at the scheduled time. Responsible for the cleanliness of the serving counter, coffee urn, serving carts, utility cabinets, tables, chairs, and dining room floor following each meal service. Alternates dining room and dishroom work with the cook three days each week. Prepares the salad to be served for the noon meal. Assists the cook in preliminary preparation of meat and vegetables. Assists cook in setting up the counter with hot foods. Clears steam counter of left-overs. Responsible to the cook on the same shift.

WORKING CONDITIONS AND EQUIPMENTHours:

Cook, 6:00 A.M. -- 2:00 P.M. Six days per week.

Regular day off -- Monday.

Thirty minutes lunch period.

Pay:

\$140.00 per month.

All other terms of employment are the same as for the cook on the same shift.

OPPORTUNITIES OFFERED

Small salary increase as a result of tenure. May advance to cook.

EQUIPMENT USED

The equipment is the same as that used by the cook on first shift.

DUTIES

11:00 A.M. Reports to duty

Checks menu for the following day.

Checks the food supplies in stock in the storeroom and refrigerator.

Confers with the cook on first shift concerning changes in the menu and quantities.

Prepares the food requisition for the next day.

Prepares the supply requisition for the first and fifteenth of the month.

Job Analysis

JOB TITLE

Cook, (second shift) T. B. Building

SUPERVISION

This cook is directly responsible to the supervisor. The supervisor or the Chief Dietitian is available throughout the day. A conference is held with the supervisor on her daily visit to the kitchen to discuss changes in menus, their preparation, the kinds and amounts of food and cleaning supplies available, and to discuss special problems which may arise. The supervisor also assists this cook in preparing requisitions.

EQUIPMENT USED

The equipment is the same as that used by the cook on first shift.

DUTIES

11:00 A.M. Reports to work.

Checks menu for the following day.

Checks the food supplies on hand in the storeroom and refrigerators.

Confers with the cook on first shift concerning changes in the menus and deliveries.

Prepares the food requisitions for the next day.

Prepares the supply requisition for the first and fifteenth of the month.

Confers personally with the supervisor on any changes that may have been made in the menus to be served during the remainder of the week.

Submits requisitions to the supervisor for approval and delivery to the central storeroom to be filled.

12:00 A.M. Checks supper menu.

Begins main supper dish preparation if it requires a long cooking period.

1:00 P.M. Works in dishroom (alone, washing all of the dishes, pots, and pans.

Stacks dishes in appropriate place for the next meal service.

Cleans all dishroom equipment with soap and water.

Sweeps and wet mops the dishroom and kitchen.

Cleans storeroom.

2:15 P.M. Prepares supper dessert according to the menu.

Assists with preliminary preparation of vegetables and fresh fruits.

3:00 P.M. Goes to Employee Cafeteria for lunch.

3:30 P.M. Returns to work.

Prepares supper vegetables.

Finishes supper preparation.

Prepares special diets, according to the prescription, for tubercular diabetics.

Cleans cooking area.

Sets up serving counter with hot foods.

5:00 P.M. Serves supper, cafeteria style.

6:00 P.M. Removes food from steam counter to kitchen.

Cleans the serving counter, utility cabinet, tables, and chairs with soap and water.

Sweeps and wet mops the dining room floor.

7:00 P.M. Checks the kitchen and dining room and leaves them in order.

Locks the kitchen and dining room doors.

JOB DESCRIPTION

This cook is directly responsible to the supervisor. She requisitions all of the food and cleaning supplies, calculating the amounts that will be needed. She prepares food for the night meal for approximately eighty-nine mental tubercular patients. She is responsible for selecting her own recipes and calculating the amounts to be used in preparing the supper foods, which must be ready to be served at the scheduled time. Careful preparation and an accurate checking of amounts reduce waste to a minimum, as left-overs must be destroyed in this service due to contamination. Works in the dishroom, following noon service, manipulating the salvajar and dishwashing machine. Cleans the dishroom equipment, dishroom floor, and kitchen floor with soap and water. Is responsible for the cleanliness of the unit.

JOB REQUIREMENTS

This job requires a person who is able to take directions and also to give directions in a manner in which they will be accepted.

The other requirements are the same as for the cook on the first shift.

JOB DESCRIPTION

Directly responsible to the supervisor for the operation of the unit. Requisitions the groceries and cleaning supplies. Has a daily conference with the supervisor concerning menu changes, supplies, and various problems that may arise. Prepares the evening meal daily for a maximum of ninety-five patients. Fifty-three, at time of study, are served cafeteria style in the dining room. Serving carts convey prepared trays to thirty-six bed patients. Prepares special supper foods, following prescription diets written by supervisor for patients suffering from other complications in addition to tuberculosis. There are no standardized recipes in use and the cook must be able to supply own recipes and adjust them to the quantities necessary. Sets up the serving counter with hot foods and assists waitresses with the serving of evening meal. Destroys, by burning, all left-over foods that have been on the serving counter. Washes dinner dishes and cleans dishroom equipment and floor, starts food preparation area upon completion of supper presentation. Cleans serving

Job Specification

JOB TITLE

Cook, (second shift) T. B. Building

QUALIFICATIONS

The qualifications are the same as for the cook on the first shift.

JOB DESCRIPTION

Directly responsible to the supervisor for the operation of the unit. Requisitions the groceries and cleaning supplies. Has a daily conference with the supervisor concerning menu changes, supplies, and various problems that may arise. Prepares the evening meal daily for a maximum of ninety-five patients. Fifty-three, at time of study, are served cafeteria style in the dining room. Serving carts convey prepared trays to thirty-six bed patients. Prepares special supper foods, following prescription diets written by supervisor for patients suffering from other complications in addition to tuberculosis. There are no standardized recipes in use and the cook must be able to supply own recipes and adjust them to the quantities necessary. Sets up the serving counter with hot foods and assists waitress with the serving of evening meal. Destroys, by burning, all left-over foods that have been on the serving counter. Washes dinner dishes and cleans dishroom equipment and floor, cleans food preparation area upon completion of supper preparation. Cleans serving

counter and dining room following the supper service. Cleans the storeroom daily. Is responsible for the cleanliness of the entire unit.

WORKING CONDITIONS AND EQUIPMENT

The working conditions and the equipment are the same as for the first shift cook.

TERMS OF EMPLOYMENT

Hours:

11:00 A.M. -- 7:00 P.M. Six days per week.

Regular day off -- Sunday.

Thirty minute lunch period.

Pay:

\$155.00 per month.

All other terms of employment are the same as for the cook on first shift.

OPPORTUNITIES OFFERED

Small salary increase as a result of tenure.

Job Analysis

JOB TITLE

Waitress, (Second shift) T. B. Building.

SUPERVISION

The waitress is responsible to the cook on second shift.

EQUIPMENT USED

The equipment is the same as that used by the waitress on second shift.

DUTIES

11:00 A.M. Reports to work.

Checks the dinner and supper menu.

Refrigerates canned fruit according to supper menu.

Checks and stores clean linens in proper place.

Assists in setting up the steam counter and food carts with foods according to the dinner menu.

12:15 P.M. Serves dinner foods from cafeteria counter.

Assists in removing left-over foods from the steam counter to the kitchen.

1:15 P.M. Assists the first shift waitress in cleaning the steam counter, utility cabinet, conveyor carts, dining room table and chairs, with soap and water.

Wet mops the serving and dining room floors.

2:00 P.M. Checks the supper menu.

Assists the cook in preliminary preparation of fresh fruits and vegetables.

Prepares a salad if specified on supper menu.

Cleans and polishes the silver spoons and the metal sectional trays weekly.

2:30 P.M. Goes to Employee Cafeteria for lunch.

3:00 P.M. Returns to working area.

Assists the cook in supper preparation.

4:30 P.M. Sets up the steam counter and serving carts with canned fruit, salad, bread, butter, and milk.

Assists the cook in setting up the steam counter and carts with hot foods.

Wheels the serving carts out into the corridor to be taken by the attendant to bed patients.

5:00 P.M. Serves supper cafeteria style.

6:00 P.M. Removes left-over food from steam counter to kitchen.

Disposes of left-overs in incinerator.

Works in dishroom prerinsing the dishes by using a salvajar and washing the dishes, pots, and pans in an automatic dishwasher.

Cleans all dishroom equipment with soap and water.

Sweeps and wet mops the dishroom and kitchen floor.

7:00 P.M. Leaves dishroom and kitchen in order.

JOB DESCRIPTION

Primarily responsible for serving the evening meal to a maximum of ninety-five patients. Assists in serving

the noon meal. Directly responsible to the second shift cook. Responsible for cleanliness of the serving and dining area, and the dishroom and kitchen when alternating the cleaning duties with the cook. Assists cook in preliminary preparation of supper meat, vegetables, and fruits. Refrigerates and opens canned fruit. Prepares salad if specified on supper menu. Responsible for all foods on the supper menu that do not require cooking, such as fruit or fruit juice, salad, bread or crackers, butter, and beverage.

JOB REQUIREMENTS

The requirements are the same as for the waitress on first shift.

WORKING CONDITIONS AND EQUIPMENT

Working conditions and equipment are the same as for the waitress on first shift.

TERMS OF EMPLOYMENT

Hours:

11:00 A.M. -- 7:00 P.M. Six days per week.

Regular day off -- Saturday.

Thirty minute lunch period.

Job Specification

JOB TITLE

Waitress, (second shift) T. B. Building.

QUALIFICATIONS

The qualifications are the same as for the waitress on first shift.

JOB DESCRIPTION

Responsible for serving the evening meal to a maximum of ninety-five mental tubercular patients. Fifty-three are served cafeteria style and carts convey prepared trays to thirty-six bed patients at time of study. Assists in serving the noon meal. Assists cook in preliminary preparation of meat, vegetables, and fruit for evening meal. Refrigerates and opens canned fruit. Prepares the supper salad. Responsible for all food that does not require cooking, as the fruit or fruit juices, salad, bread or crackers, and beverage.

WORKING CONDITIONS AND EQUIPMENT

Working conditions and equipment are the same as for the waitress on first shift.

TERMS OF EMPLOYMENT

Hours:

11:00 A.M. -- 7:00 P.M. Six days per week.

Regular day off -- Saturday.

Thirty minute lunch period.

Pay:

\$135.00 per month.

All other terms of employment are the same as for the waitress on first shift.

OPPORTUNITIES OFFERED

Small salary increase as a result of tenure. May advance to cook.

The relief person is directly responsible to the cook on second shift four days each week. When this cook is not on duty the relief person may confer with the supervisor who is available throughout the day.

EQUIPMENT USED

The equipment used on the job is the same as for the cooks and waitresses.

DUTIES

This person follows the duties outlined for the person for whom he is substituting.

JOB DESCRIPTION

The job description is the same as is listed for the cook or waitress who is off duty and whose work is being done by this relief person.

JOB REQUIREMENTS

This job requires a person who can easily adjust to a change in hours of work and duties performed. The other requirements are the same as for the other employees.

Job Analysis

JOB TITLE

Relief person, (first and second shifts) T. B. Building
and Main Kitchen.

SUPERVISION

The relief person is directly responsible to the cook on second shift four days each week. When this cook is not on duty the relief person may confer with the supervisor who is available throughout the day.

EQUIPMENT USED

The equipment used on the job is the same as for the cooks and waitresses.

DUTIES

This person follows the duties outlined for the person for whom he is substituting.

JOB DESCRIPTION

The job description is the same as is listed for the cook or waitress who is off duty and whose work is being done by this relief person.

JOB REQUIREMENTS

This job requires a person who can easily adjust to a change in hours of work and duties performed. The other requirements are the same as for the other employees.

WORKING CONDITIONS AND EQUIPMENT

The working conditions and equipment are the same as

Job Specification

JOB TITLE

Relief person.

QUALIFICATIONS

Ability to adjust to changes in hours of work and duties to perform.

All other qualifications are the same as for the cook on first shift.

JOB DESCRIPTION

Relieves employees in the tubercular unit four days each week and in the main kitchen three days each week. The relief work in the tubercular unit consists of preparing and serving a maximum of ninety-five mentally and physically ill patients. At the present fifty-three of these people are served cafeteria style and food carts convey thirty-six prepared trays to bed patients. Relief person performs the duties of the cook for first shift when she is off duty for her regular day off each week. Performs the duties of the second shift cook for her regular day off each week. Carries out the duties listed for the waitress first shift and waitress second shift on their regular days off. Responsible two days each week for taking a food conveyor out of the main kitchen to two wards, serving approximately 120 patients.

WORKING CONDITIONS AND EQUIPMENT

The working conditions and equipment are the same as

those listed for the person who is being relieved.

TERMS OF EMPLOYMENT

Hours:

6:00 A.M. -- 2 P.M. Monday. T.B. Building

6:00 A.M. -- 2 P.M. Tuesday. T. B. Building.

11:00 A.M. -- 7:00 P.M. Wednesday. T. B. Building.

11:00 A.M. -- 7:00 P.M. Thursday. Main Kitchen.

5:30 A.M. -- 1:30 P.M. Friday. Main Kitchen.

11:00 A.M. -- 7:00 P.M. Saturday. T. B. Building.

11:00 A.M. -- 7:00 P.M. Sunday. T. B. Building.

Regular day off -- Wednesday.

Thirty minute lunch period.

Pay:

\$130.00 per month.

The other terms of employment are the same as for the cook on the first shift.

OPPORTUNITIES OFFERED

Small salary increase as a result of tenure.

The fact that the food service operates on such a very limited budget it is imperative that food costs be kept within the amounts allowed. At the present time the food allowance is budgeted at approximately sixty cents per patient per day, or twenty cents per meal per patient.

The author is confined in her study to that part of food-cost-control that can be practiced within each food

SUMMARY

Upon making a study of the food preparation and serving area in the tubercular building, observations were made and recommendations were offered for this particular unit.

Food Costs

The most important factors affecting food costs are the purchasing policies, the menus served, the type of service, the amounts given in serving portions, and waste.

The food for the hospital is purchased by the Oklahoma State Board of Affairs and on delivery is stored in a central storeroom on the hospital grounds. A master menu, incorporating a regular diet, is made by the food service supervisor and used throughout the hospital. The food is requisitioned by the cook on second shift in the T.B. unit and is received in the kitchen daily. The amounts to be ordered are decided upon by the cook. Due to the fact that the food service operates on such a very limited budget it is imperative that food costs be kept within the amounts allowed. At the present time the food allowance is budgeted at approximately sixty cents per patient per day, or twenty cents per meal per patient.

The author is confined in her study to that part of food-cost-control that can be practiced within each food

unit, namely; food storage, size of servings given, use of left-overs, and kitchen and plate waste.

There is some loss of food in this unit due to improper storage. The bread is stored in a utility cabinet and there is a loss from drying out and from mice contamination.

The portion given as one serving can be made smaller and a second serving be given a patient that can eat more in an effort to minimize waste.

The author feels that the two cooks in this kitchen should be commended on their accuracy in estimations. There is very little food left after each meal is served. This fact was consistently true during this study. If the yield of any food is greater after cooking than has been anticipated, the entire amount is not placed on the serving counter at one time, and therefore is not contaminated. This makes it possible for the excess amounts to be utilized in food preparation for a later menu.

For the month of October 1953, the actual cost of food drawn from the commissary for the T. B. Kitchen was \$2,130.08. The average census for the month was eighty-six patients. The raw food cost was \$.2691 per meal per patient.

The patients in the T. B. building are sedentary and many do not have out-of-bed privileges. In addition to this fact, twenty-one of the eighty-nine patients are without

teeth. In spite of these feeding problems only the standard hospital diet is served to all, (other than prescription diets), with no provision made for stimulating the lagging appetites of the inactive patients or the toothless condition of many of them. In order to cut down plate waste more appetite stimulating foods, as well as smaller servings, should be given. Foods to be served those patients who have no teeth should be prepared in such a way that they will find it edible.

The plate waste is high and varies greatly in amount from meal to meal. A record is kept by the cooks on the amount of waste per meal. For the same period as the above food issue, the waste figured an average of 1,936 ounces per patient per meal, which amounts to 32.307 pounds for the total number of patients per day.

The diet is a well known therapeutic factor in the treatment of any disease (10), especially in the treatment of tuberculosis. It does not have to be exceptional, but it should contain more ascorbic acid than the normal diet (1), and should be generous in meat, milk, eggs, and butter. There has been some difference of opinion concerning the caloric intake of the person suffering from this disease; however, recent studies indicate that the diet should supply enough calories to insure a weight gain (8). If a patient gains ten percent over standard the carbohydrates intake is

is reduced (8).

The need for ascorbic acid and vitamin A are so great that they are medical problems (8). Diet cannot solve these problems but special effort should be made to incorporate the foods supplying these nutrients in the normal diet as much as possible.

Rooms

The kitchen, dishwashing room, serving counter, and dining room are well arranged from the standpoint of the worker. The unit is compact and the equipment is well arranged. However, from the standpoint of sanitation the entire area is a contaminated one. The unit is so built that the patients' serving and dining areas, and the dishwashing area, cannot be closed off from the kitchen. This construction does not provide an uncontaminated working area for the employees.

There is inadequate storage space for staple food supplies in this unit. A room across the corridor is being used for this purpose.

There are no hand washing facilities in the unit.

Equipment

There is sufficient large equipment in the kitchen. This equipment is electric and relatively new; however much of it is badly in need of repair and is clogged with grease

and dirt due to inadequate job knowledge, lack of care, and improper usage by employees. Water runs continuously in the pre-rinse machine, vegetable peeler, and automatic dishwasher. The dish washing machine leaks, creating a slippery floor and a hazard to the employees working in the dishroom. The spray nozzles in the dish machine are clogged, due to lack of proper cleaning over a long period of time, and do not spray properly. There are no curtains on the dish machine. This allows the water to spray from the openings when the machine is in operation. The person operating the dish machine is subject to the hazard of the spraying hot water. This machine is in such poor mechanical condition that it will require repair for proper operation and maximum efficiency. The insides of the ovens, deep fat fryer, and steam chef are covered with rust due to improper operation and lack of care. The ovens, cooks' stove and deep fat fryer are caked with burned fats and foods.

There is a need for small equipment and attachments. Grinder and slicer attachments are needed for the Hobart mixer. Scales, standard measuring cups and spoons would certainly be an aid to more accurate measurement in food preparation. There are pots and pans that need to be replaced. These are not sink scrubbed but are washed in the automatic dish machine and have not been properly cleaned over a long period of time.

Sanitation

Sanitation is of utmost importance in any place where food is prepared and served (9). Additional emphasis should be placed on sanitation when the persons being served have a contagious disease.

Dr. Getz (8) says:

The sanitary problem presented by the tuberculosis patient can be solved by proper serving and dish collecting routines and good washing of dishes. Tuberculosis is not spread by the germs on dishes; they must be resuspended in the air in tiny droplet nuclei, small enough to be breathed in through the entire bronchial tree into the air cells.

The employees working in the kitchen and dining room are constantly in danger of breathing these suspended nuclei and are not protecting themselves with a mask while serving these patients or while working with the soiled dishes and tray scrapings.

The following unsanitary conditions and practices were observed:

The clean silver (only spoons are used for the cafeteria and cart service) is kept in a wooden partitioned box that sits uncovered on the serving counter. The container is unsuitable for any type of sterilization. The spoons are not arranged so that the handles be in the same direction and the patient, in picking up his or her spoon, unavoidably

touches the bowls of the spoons.

The ward attendants employed for patient care and the food service employees use the kitchen sink for hand washing purposes. The attendants who accompany the patients to the dining room and assist them in eating come immediately from this service to wash their hands in the kitchen. This is a result of lack of training for there is a rest-room provided for them.

A cloth towel hangs near the sink and is used over and over by attendants and food service employees for hand drying.

Medications that require refrigeration are kept in the kitchen refrigerator and nurses that have direct patient contact are constantly going back and forth from the wards to the kitchen.

The odor of the refrigerator indicates the need of more frequent cleaning.

The clean dish table, where sterilized dishes drain and are stored until the next meal service, drains the wrong direction. Dirty water from the soiled dish table runs down on the clean dishes.

All windows are kept closed and the air is stale and odorous.

Cockroaches and flies are visible throughout the day, crawling over food, equipment, utensils, tables, and chairs, and on the walls of the kitchen and dining room.

Mouse droppings are present on bread shelves and on pieces of stale bread that have been discarded on unused shelves in the cabinet.

This study has revealed the need for additional small equipment. A certain amount of equipment repair will aid in sanitation and the efficiency of the employees. The need for a dietitian who will carefully train the employees in this unit in menu adaptation and food preparation, and will see that healthful and sanitary practices are put into constant use is of extreme importance. Time and motion studies should be made in an effort to determine how the work of this food service unit can be done more efficiently and effectively.

There are nine food service employees scheduled in shifts from 5:30 A.M. to 2:00 P.M. for the preparation and service of three meals daily. These employees are also responsible for cleaning. There is a manager on duty from 7:00 A.M. -- 3:00 P.M.

*Building #3, #4, #5, and #17 on map of grounds
 **Building #21 on map of grounds.
 ***Buildings #20 and #21 on map of grounds.

Food Service in Women's Building

Pertinent information concerning the food preparation and serving of female mental patients make the following analysis more understandable.

The food service unit for female patients* is a large kitchen and dining room** that have been added to what is known as Griffin Hall. Portable steam carts take food from this preparation area to two wards***, serving patients that are confined due to their "untidyness." The patients that live in Griffin Hall are in locked wards and must be accompanied to the cafeteria and assisted through the steam counter line by attendants. The persons that come to the cafeteria for their meals from building number seventeen are convalescent patients who are housed in an open ward. The meal services are scheduled in such a manner that patients in the same stage of recovery may eat together. The maximum accommodation is 1250. At the time of study there are 1023 patients.

There are nine food service employees scheduled in shifts from 5:30 A.M. to 7:00 P.M. for the preparation and service of three meals daily. These employees are also responsible for cleaning. There is a manager on duty from 7:00 A.M. -- 3:00 P.M.

*Buildings #3, #4, #5, and #17 on map of grounds
P.
**Building #41 on map of grounds.
***Buildings #20 and #21 on map of grounds.

There are fifty-two patient workers that are scheduled to work in this food service unit. These workers are patients who are well enough that work in the food preparation and service units presents a normal environment, and is believed to be of therapeutic value in their recovery.

ORGANIZATION CHART

Food Service Unit



ORGANIZATION CHART
Women's Building Food Service
1000 to 1250 Patients

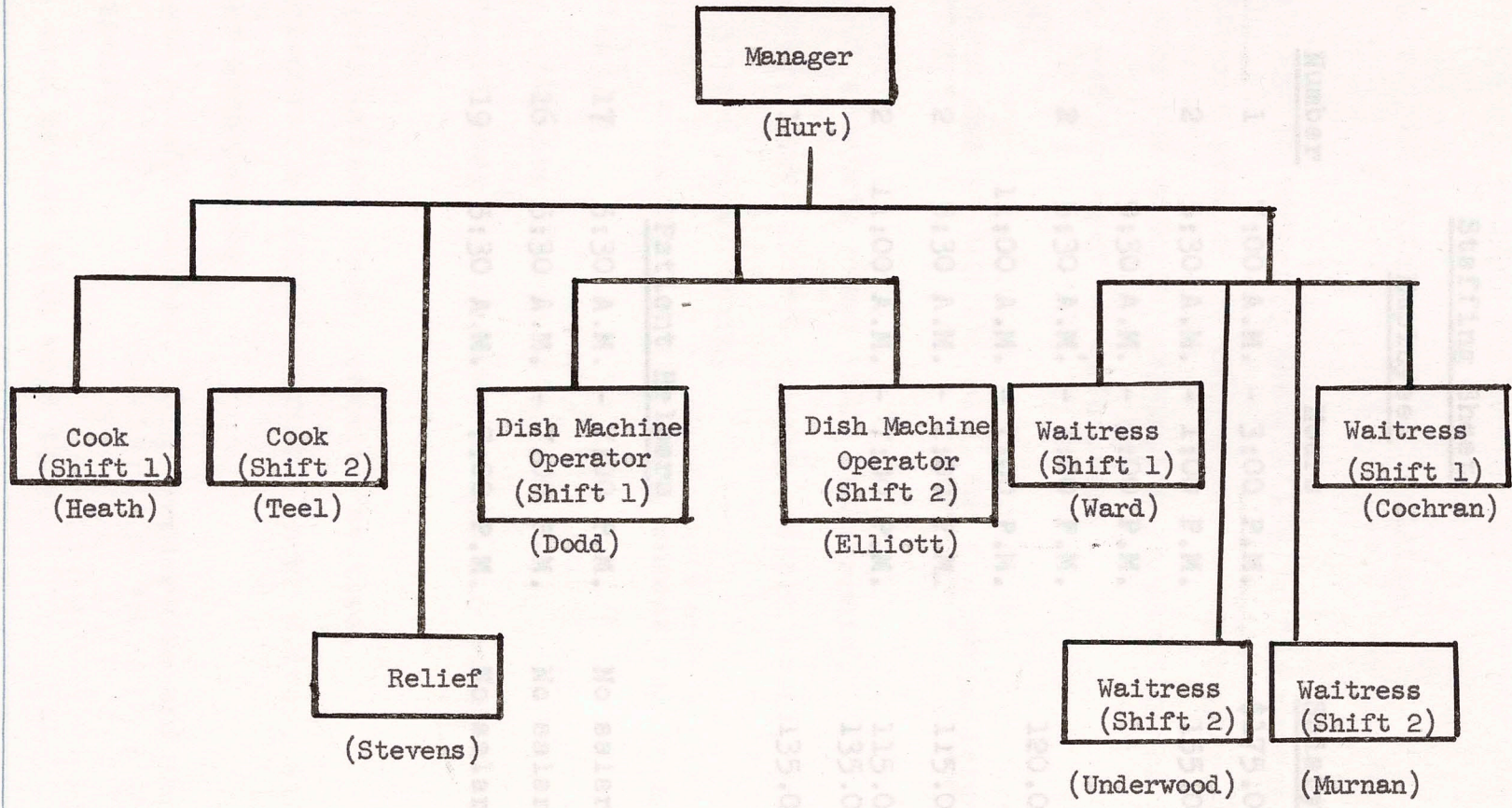


Fig. 2

FOOD SERVICE IN THE WOMEN'S BUILDING

Staffing SheetEmployees

<u>Job</u>	<u>Number</u>	<u>Hours</u>	<u>Salary</u>
Manager	1	7:00 A.M. - 3:00 P.M.	\$175.00
Cook	2	5:30 A.M. - 1:00 P.M. 9:30 A.M. - 5:00 P.M.	155.00
Dishwasher	2	5:30 A.M. - 1:00 P.M. 11:00 A.M. - 7:00 P.M.	120.00
Waitress	2	5:30 A.M. - 1:00 P.M.	115.00
	2	11:00 A.M. - 7:00 P.M.	115.00 135.00
Relief	1		135.00

Patient Helpers

Kitchen	17	5:30 A.M. - 7:00 P.M.	No salary
Dishroom	16	5:30 A.M. - 7:00 P.M.	No salary
Dining room	19	5:30 A.M. - 7:00 P.M.	No salary

Five - Eighty gallon steam heated kettles.

One - Commercial electric mixer, never driven, with silver attachments.

Two - Twelve gallon coolers, one inoperative and in need of repair.

Two - Pot sink has no sink stop top.

Job Analysis

JOB TITLE

Cook, (first shift) Women's Building.

SUPERVISION

This cook is directly responsible to the manager, who is available a portion of each shift. May confer several times daily with the manager concerning preparation of food, menu changes, and the uses of left-overs.

EQUIPMENT USED

The cook has at her disposal the following large equipment:

One - Hobart electric mixer with attachments.

Two - Hotpoint three drawer electric stock ovens, unkept and in need of cleaning.

Four - Cooks' ovens with grill tops, unkept and in need of cleaning.

Two - Van Automatic Steam Chefs.

Two - Hotpoint deep fat fryers, unkept and in need of cleaning.

Five - Eighty gallon steam jacketed kettles.

One - Continental electric chopper, power driven, with slicer attachments.

Two - Toledo potato peelers, (one inoperative and in need of repair).

Two - Pot sink tables with wood tops.

One - Walk-in meat refrigerator.

One - Walk-in vegetable refrigerator.

One - Six door Jamison Freezer.

The small equipment used by the cook, which is very inadequate, consists of the usual cutlery, quart measures only, ladles, large stirring spoons, and wooden paddles for the steam jacket kettles.

DUTIES

5:30 A.M. Reports to work.

Opens kitchen, relocking door after entering, and turns on lights.

Turns on ovens for preheating.

Checks breakfast menu.

Fills steam jacket kettle with proper amount of water preparation for preparation of breakfast cereal in accordance with menu.

Places breakfast meat, which has had preliminary preparation the day before, in the ovens.

Escorts seventeen patient workers to kitchen locking and unlocking all doors as they enter and leave.

Issues aprons to patient workers.

Assigns patient helpers to various duties, as assistants for breakfast preparation.

Unlocks storeroom and refrigerators, in order to issue breakfast supplies.

Completes cereal preparation and designates patient helper for stirring and watching.

6:00 A.M. Prepares scrambled eggs or gravy if indicated on the menu.

Prepare mix for hot bread according to the menu and designates patient helpers for mixing, cutting, panning, and cooking.

Completes all prepared food according to the breakfast menu.

Alters regular diet, according to manager's instructions, for two diabetic patients and fills sectional trays.

6:30 A.M. Fills steam pans and cart wells, with hot food to be taken to dining room for serving breakfast to patient workers.

7:00 A.M. Refills counter pans for regular line, continuing to refill as needed.

Assists patient workers in cleaning food preparation area.

Directs work of pot sink patient helper.

8:30 A.M. Checks dinner menu.

Has conference with manager concerning menu changes.

Prepares dinner meat, or other main dish, that requires a long cooking period.

Prepares Jello salad or dessert that requires refrigeration.

Supervises patient helpers that are doing preliminary preparation of vegetables for dinner.

Supervises patient that is preparing hot bread or dessert
The according to the menu.

9:30 A.M. Goes to Employee Cafeteria for lunch.

10:00 A.M. Returns to women's kitchen.

Cooks dinner vegetables with patient helpers assisting.

Completes meat preparation, boning, slicing or cubing

for serving, with patient helpers assisting.

Completes dinner preparation, with the assistance of the

second shift cook.

11:30 A.M. Directs and assists in filling steam counter

and vegetable pans with food for dinner service for patient

helpers.

11:45 A.M. Fills conveyor carts with food for two wards.

Adjusts regular diet, according to manager's instructions,

for two diabetics and fills trays.

12:00 A.M. Refills steam counter pans for regular line.

Continues to refill counter pans as needed during noon

meal.

Checks breakfast menu for following morning.

Does preliminary breakfast preparation, mixing dry

ingredients, panning bacon, and soaking dried fruits.

Assists and directs patient helpers in cleaning cooking

of the area.

1:30 P.M. Goes home.

and carrying during the entire working day.

JOB DESCRIPTION

The first shift cook prepares food, two meals each day (morning and noon), for approximately 1,023 female mental patients. Prepares dried fruits, cooked cereals, meat, gravy, eggs, and hot bread according to the breakfast menu. Directs patient helpers in their assistance with breakfast preparation. Prepares the noon meal with the help of patient workers. Prepares meat or high protein dish, meat sauce, soup, vegetables, dessert, and hot bread if on dinner menu. Directs patient helpers in preliminary preparation of meat and vegetables, and pot sink work. Works without standard recipes, adjusting own home recipes to quantities needed. Prepares the required amounts of food to be served at the scheduled time. Is responsible for cleaning or directing patient helpers in cleaning the electric stack ovens, cooks' stoves, steam jacket kettles, sinks, and work tables.

JOB REQUIREMENTS

This job requires a well-adjusted person in good mental and physical health. Must be of fair intelligence, being able to read and follow directions, using own judgment as necessary. A food handlers' card is required. Typhoid inoculation and X-rays are required annually at the expense of the hospital. A general knowledge and understanding of mental illness is desirable. Experience in quantity food preparation is advantageous. Requires knowledge and use of sanitary measures. Requires standing, reaching, lifting, and carrying during the entire working day.

Job Specification

JOB TITLE

Cook, (first shift) Women's Building.

QUALIFICATIONS

Good physical and mental health.

Average intelligence.

Capable of following oral and written directions.

Honest and dependable.

Cooperative.

Industrious.

Neat and clean personal appearance.

JOB DESCRIPTION

Prepares two meals daily for a maximum of 1250. At the present time the census is 1023. Responsible for escorting seventeen patient workers from locked wards to the kitchen and keeping them confined by locked doors at all times. Prepares breakfast and dinner foods, that require cooking, according to the menus. Prepares special diet trays for diabetic mental patients. There are no standardized recipes in use. The cook must be able to supply own recipes and adjust them to the necessary quantities. Assigns and directs work of patient helpers in assisting with breakfast and dinner preparation. Responsible for conveyor carts that take prepared food to two wards. Responsible for the cleanliness of all equipment used in food preparation, pots and pans, and kitchen floor.

WORKING CONDITIONS AND EQUIPMENT

Light and well-ventilated kitchen.

Modern and adequate large equipment. Requires repetitive cleaning in order to give maximum efficiency.

Extreme shortage of small equipment such as cutlery, measuring cups and spoons and scales.

Exposed to temperature changes when securing refrigerated supplies.

Chopping and cutting implements are hazardous.

Possibility of burns resulting from handling hot foods and utensils.

TERMS OF EMPLOYMENTHours:

5:30 A.M. -- 1:30 P.M. Six days per week.

Regular day off - Monday.

Thirty minute lunch period.

Pay:

\$155.00 per month.

Six paid holidays each year.

Fourteen days paid vacation given for each year worked.

One and one-fourth days sick leave given for each month worked, the employee being able to accumulate fifteen days per year.

Three uniforms are laundered weekly by the hospital without charge.

Aprons are furnished and laundered.

Employees must eat meals in designated areas. Meal

tickets may be purchased in the business office of the hospital for fourteen dollars, the cost being

deducted from monthly pay check. This ticket entitles the employee to forty meals, at the cost of thirty-five cents each, in the Employee Cafeteria. All employees being served in the cafeteria must purchase meal tickets.

If employed after September 1953 must submit to and pass intelligence and psychological tests.

OPPORTUNITIES OFFERED

Small salary increase as a result of tenure.

Two - Savory Toasters

212 - Dining room tables

850 - Dining room chairs

The small equipment used by the waitress includes a can opener, steam counter insets, ladles, serving spoons, and silverware (knives, forks, and spoons).

DUTIES

5:30 A.M. Reports to work.

Opens dining room, turning on lights.

Fills steam counter with water and adjusts the valve to keep water at desired temperature in order to keep the food warm.

Job Analysis

JOB TITLE

Waitress, (first shift) counter #1 Women's Building.

SUPERVISION

Directly responsible to the manager. Conferences are held daily on size of servings to be given, arrangement of foods on the counter, arrangement of food in the sectional plates to present an appetizing appearance, and the cleaning of the serving and dining area.

EQUIPMENT USED

- One - Six unit steam counter
- One - Blickman Twenty Gallon Coffee Urn
- One - Fifteen Gallon Cold Jacket Milk Urn
- Two - Savory Toasters
- 212 - Dining room tables
- 850 - Dining room chairs

The small equipment used by the waitress includes a can opener, steam counter insets, ladles, serving spoons, and silverware (knives, forks, and spoons).

DUTIES

5:30 A.M. Reports to work.

Opens dining room, turning on lights.

Fills steam counter with water and adjusts the valve to keep water at desired temperature in order to keep the food warm.

Escorts nineteen patient helpers to the dining room, un-
locking and locking all doors as they enter and
leave.

Issues aprons to patient helpers.

Issues hairnets to patients if needed.

Assists and directs patient helpers in removing butter
from the refrigerator and cutting of the desired
amount for the breakfast service.

Checks breakfast menu.

Obtains coffee from storeroom and directs patient worker.

Assists in making coffee for breakfast.

Directs the patient workers in getting the fruit or fruit
juice, from the refrigerator room and in preparing
it for serving.

Sets up counter with all foods that do not require cook-
ing such as fruit or fruit juice, dry cereal, bread,
butter, jelly or preserves and beverages.

6:30 A.M. Serves one or more breakfast foods from steam
counter.

Directs patient helpers that are assisting in counter
service and in operating the electric toasters.

Takes counter pans to kitchen to be refilled as needed
during serving.

8:30 A.M. Removes left over food from serving counter
to kitchen.

Consults manager on the disposition of left-overs.

Refrigerates the left over food if usable in other menus,
12:00 or if not takes to refrigerated garbage room. 1 trays

Drain the steam counter. 1 cafeteria counter.

Assists the patient helpers in cleaning the steam counter,
counter equipment, coffee and milk urns, electric
1:30 Refri toasters, one-half of the dining room tables, chairs
and floors with soap and water following the break-
JOB DR30 dast service.

9:30 A.M. Checks dinner menu. 1 and noon is approxi-

1:30 Does preliminary dessert preparation, if there is no
for steam cooking required, as indicated on the menu. 1 toast,

cut 10:00 A.M. Goes to Employee cafeteria for lunch. 1 it or

fr 10:30 A.M. Returns to working area. 1 vegetables for salads.

Set 1:30 Completes salad preparation by mixing vegetables or
bread, fruits with the appropriate dressing, and by placing
pane with the finished salad in the container from which it is
justed to be served. 1 sized, food temperatures. Returns un-

car 11:00 A.M. Assists and directs patient helpers in open-
steam 1:30 ing cans of fruit and setting up the steam counter
chairs with all uncooked foods, such as fruit, salad, bread,
Escorts butter and beverage. 1 into from locked wards each

mor 11:15 A.M. Assists and directs patient helpers in setting
the work up steam counter with hot foods. 1 in assisting with

all 11:30 A.M. Serves dinner foods, and directs patient
helpers in serving from steam counter to patient

workers.

Refills steam counter pans for regular line.

12:00 A.M. Serves dinner foods, filling individual trays as patients pass along cafeteria counter.

1:00 P.M. Checks breakfast and dinner menus for following day.

Refrigerates fruit or fruit juice according to the menu.

1:30 P.M. Goes off duty.

JOB DESCRIPTION

Serves two meals each day, morning and noon to approximately 1023 mental female patients. Prepares simple foods for steam counter service, such as making coffee and toast, cutting butter, opening and refrigerating cans of fruit or fruit juices, and combining fruits or vegetables for salads. Sets up counter with dry cereals, preserves, relishes, bread, crackers, butter, and beverages. Fills steam counter pans with prepared foods. Keeps steam valve properly adjusted to maintain desired food temperatures. Returns unserved food to kitchen. Disposes of left-overs. Cleans steam counter, counter equipment, and dining tables and chairs with soap and water following breakfast service. Escorts nineteen mental patients from locked wards each morning unlocking and locking the doors as they go. Directs the work of nine of these patient helpers in assisting with all of the duties listed above.

JOB REQUIREMENTS

Job Specification

The job requirements are the same as for cook on the first shift.

Waitress, (first shift) counter #1 Women's Building.

QUALIFICATIONS

The qualifications are the same as for the first shift cook.

JOB DESCRIPTION

Responsible for serving two meals daily, morning and noon, to 1023 female mental patients. Responsible for escorting patient helpers from ward to dining room, unlocking and locking all doors. Has responsibility of the safety and security of these helpers throughout the day. Responsible for preparing or directing patient helpers in preparing all uncooked foods for breakfast and dinner service according to the menu, such as getting the bread, cutting butter, chilling and opening cans of fruit or fruit juices, making coffee and toast, opening boxes of dry cereals and cans of jellies or preserves, final salad preparation, and filling milk urn. Fills steam counter containers with prepared foods and arranges containers in the counter in desired order. Fills sectional plates, ladling or serving portions of foods. Directs patient helpers in serving breakfast and dinner foods. Observes sanitary measures in handling and serving of foods. Responsible for cleanliness of the number one steam counter and one-half of dining room tables, chairs, and floor. Directs and assists nine patient helpers in

Job Specification

JOB TITLE

Waitress, (first shift) counter #1 Women's Building.

QUALIFICATIONS

The qualifications are the same as for the first shift cook.

JOB DESCRIPTION

Responsible for serving two meals daily, morning and noon, to 1023 female mental patients. Responsible for escorting patient helpers from ward to dining room, unlocking and locking all doors. Has responsibility of the safety and security of these helpers throughout the day. Responsible for preparing or directing patient helpers in preparing all uncooked foods for breakfast and dinner service according to the menu, such as getting the bread, cutting butter, chilling and opening cans of fruit or fruit juices, making coffee and toast, opening boxes of dry cereals and cans of jellies or preserves, final salad preparation, and filling milk urn. Fills steam counter containers with prepared foods and arranges containers in the counter in desired order. Fills sectional plates, ladling or serving portions of foods. Directs patient helpers in serving breakfast and dinner foods. Observes sanitary measures in handling and serving of foods. Responsible for cleanliness of the number one steam counter and one-half of dining room tables, chairs, and floor. Directs and assists nine patient helpers in

cleaning the steam counter, counter equipment, toasters, urns, tables, chairs, and floor with soap and water.

WORKING CONDITIONS AND EQUIPMENT

Large, well-ventilated and well-lighted dining room.

Modern and adequate large equipment in fair state of repair and cleanliness.

Works with mentally persons who are abnormal and noisy.

Lifts large steam counter pans, milk cans, and dishpans of hot food that are heavy.

Subject to burns from the steam and hot foods.

Stands entire working day.

TERMS OF EMPLOYMENT

Hours:

5:30 A.M. to 1:30 P.M. Six days per week.

Regular day off -- Tuesday.

Thirty minute lunch period.

Pay:

\$115.00 per month.

The other terms of employment are the same as for the cook on the first shift.

OPPORTUNITIES OFFERED

A small salary increase as a result of tenure. May advance to cook.

Job Analysis

JOB TITLE

Waitress, (first shift) counter #2 Women's Building.

SUPERVISION

The supervision is the same as for waitress, (first shift) counter #1.

EQUIPMENT USED

The equipment used is identical to that used by the waitress, (first shift) counter #1.

DUTIES

The duties are the same as for the waitress, (first shift) counter #1.

JOB DESCRIPTION

The job description is the same as for the waitress, (first shift) counter #1. P.M. Six days per week.

JOB REQUIREMENTS

The job requirements are the same as for the waitress, (first shift) counter #1.

OPPORTUNITIES OFFERED

Opportunities offered are the same as for the waitress, (first shift) counter #1.

Job Specification

JOB TITLE

Waitress, (first shift) counter #2 Women's Building.

QUALIFICATIONS

The qualifications are the same as for the waitress, (first shift) counter #1.

JOB DESCRIPTION

The job description is the same as for the waitress, (first shift) counter #1.

WORKING CONDITIONS AND EQUIPMENT

The working conditions and equipment are the same as for the waitress, (first shift) counter #1.

TERMS OF EMPLOYMENT

Hours: 5:30 A.M. to 1:00 P.M. Six days per week.

Regular day off -- Saturday.

Thirty minute lunch period.

Pay: \$115.00 per month.

The other terms of employment are the same as for

the waitress, (first shift, counter #1.

OPPORTUNITIES OFFERED

Opportunities offered are the same as for the waitress, (first shift) counter #1.

12:45 P.M. Goes to Employee Cafeteria for lunch.

Job Analysis

JOB TITLE

Cook, (second shift) Women's Building.

SUPERVISION

The supervision is the same as for the first shift cook.

EQUIPMENT USED

The equipment used is the same as for the first shift cook.

DUTIES

9:30 A.M. Reports to work.

Checks supper menu.

Checks the refrigerators for perishables and left-overs.

Has conference with manager concerning menu items and changes utilizing left-overs.

Directs patient helpers in preliminary preparation of vegetables for supper.

Does preliminary meat or main protein dish preparation, according to the supper menu.

Assists the morning cook in final dinner preparation, collecting and arranging utensils and supplies, watching and stirring foods that are cooking.

Assists in filling counter pans during the noon service, if needed.

Prepares the dessert for the evening meal.

12:45 P.M. Goes to Employee Cafeteria for lunch.

1:15 P.M. Returns to working area. supper menu. Responsible

Assists and directs patient workers in cleaning refrigerators daily. Directly responsible to manager.

Begins seasoning and cooking of the meat, fish, or fowl, soup and vegetables according to the supper menu.

Bakes hot bread if specified on the menu.

4:00 P.M. Completes supper preparation.

Fills conveyor carts going to the wards.

Adjusts regular diet, according to manager's instructions, for two diabetics and fills trays.

Directs patient helpers in their assistance with all phases of supper preparation, including washing of pots and pans, and cleaning equipment.

4:30 P.M. Assists in filling steam counter pans with supper foods for workers.

Directs and assists patient workers in cleaning food preparation area.

5:00 P.M. Goes Home.

JOB DESCRIPTION

Responsible for preparation of the evening meal each day for, at the present time, 1023 female patients. Works with and directs seventeen patient helpers in their assistance with supper preparation. Assists first shift cook with final dinner preparation. Prepares soup, meat and meat sauce or the main evening protein dish, vegetables, hot

bread, and dessert according to the supper menu. Responsible for cleaning of the refrigerators, work area, and equipment used in supper preparation. Directly responsible to manager.

JOB REQUIREMENTS

The requirements are the same as for the first shift cook.

JOB DESCRIPTION

Prepares one meal daily for a maximum of 1250 female patients. The census is 1023 at the present time. Directs the work of seventeen female patient helpers in food preparation and cleaning of equipment and work area. Responsible for the security of these patients throughout the day. Prepares all foods, that require cooking, according to the supper menu. Prepares special diets for diabetic mental patients according to directions given by the manager. There are no standardized recipes in use. Supplies own recipes and adjusts them to the necessary quantities. Tests cooked foods by tasting to determine if properly cooked and seasoned. Utilizes left over foods in a palatable manner. Meets meal schedules as to time and amounts. Responsible for two conveyor carts that take prepared foods to two wards. Assists waitresses in filling steam counter pans with supper foods. Responsible for cleanliness of the equipment and pots and pans used in supper preparation and also for cleanliness of the refrigerators and kitchen floor.

Job Specification

JOB TITLE

Cook, (second shift) Women's Building.

QUALIFICATIONS

The qualifications are the same as for the first shift cook.

JOB DESCRIPTION

Prepares one meal daily for a maximum of 1250 female patients. The census is 1023 at the present time. Directs the work of seventeen female patient helpers in food preparation and cleaning of equipment and work area. Responsible for the security of these patients throughout the day. Prepares all foods, that require cooking, according to the supper menu. Prepares special diets for diabetic mental patients according to directions given by the manager. There are no standardized recipes in use. Supplies own recipes and adjusts them to the necessary quantities. Tests cooked foods by tasting to determine if properly cooked and seasoned. Utilizes left over foods in a palatable manner. Meets meal schedules as to time and amounts. Responsible for two conveyor carts that take prepared foods to two wards. Assists waitresses in filling steam counter pans with supper foods. Responsible for cleanliness of the equipment and pots and pans used in supper preparation and also for cleanliness of the refrigerators and kitchen floor.

WORKING CONDITIONS AND EQUIPMENT

The working conditions are the same as for the first shift cook.

TERMS OF EMPLOYMENTHours:

9:30 A.M. -- 5:30 P.M. Six days per week.

Regular day off -- Sunday.

Thirty minute lunch period.

Pay:

\$155.00 per month.

All other terms of employment are the same as for the first shift cook.

OPPORTUNITIES OFFERED

Small salary increase as a result of tenure.

11:30 A.M. Serves food, cafeteria style from steam counter to patient workers.

12:00 A.M. Serves food from cafeteria steam counter, filling the sectional trays as the regular patients go through the line.

1:00 P.M. Removes unserved food from steam counter to kitchen.

Consults manager concerning left over foods; refrigerating if so desired, or removing to garbage room if not usable.

Checks supper menu.

Job Analysis

JOB TITLE

Waitress, (second shift) counter #1 Women's Building.

SUPERVISION

The supervision is the same as for the waitress on first shift, counter #1.

EQUIPMENT USED

The equipment is the same as for the waitress on first shift, counter #1.

DUTIES

11:00 A.M. Reports to work.

Assists the waitress on first shift in filling steam

counter pans with prepared foods.

11:30 A.M. Serves food, cafeteria style from steam

counter to patient workers.

12:00 A.M. Serves food from cafeteria steam counter,

filling the sectional trays as the regular patients go through the line.

1:00 P.M. Removes unserved food from steam counter to kitchen.

Consults manager concerning left over foods, refrigerat-

ing if so desired, or removing to garbage room if not usable.

Checks supper menu.

Refrigerates fruit or fruit juice according to menu.

Drains steam counter. *per food to regular line.*

Directs and assists patient helpers in cleaning steam
6:00 counter and all counter equipment, and one-half of
the dining room tables and chairs with soap and
water. *Refrigerates pans and refrigerates left over food if*

Directs patient helpers in sweeping and wet mopping one-
Super half of the dining room floor. *pot sink.*

3:00 P.M. Goes to Employee Cafeteria for lunch. *ning*

3:30 P.M. Returns to work area. *at with soap and water.*

Lights cigarettes for patients throughout the day. *half*

Operates record player in dining room. *and water.*

Escorts patient workers to canteen during leisure time.

4:00 P.M. Directs patient workers in peeling, chopping,
Escor and cutting vegetables or fruits needed for salad.

Prepares salad for evening meal.

Directs patient helper in cutting butter for evening
7:00 service. *to home.*

JOB Fills steam counter with water and adjusts steam, keep-

Serve ing foods at desired temperature. *from a steam*

cou Assists and directs patient helpers in setting up the
patients counter with all foods that do not require cooking
simple f such as fruit or fruit juices, relishes, salad, *ng,*
cutting bread, butter, and beverage. *ning cans of fruit or*

fru 4:25 P.M. Fills steam counter containers with hot foods.

com 4:30 P.M. Serves supper food to patient helpers from

steam counter, cafeteria style.

5:00 P.M. Serves supper food to regular line. Guides

Directs patient helpers in their serving.

6:00 P.M. Removes unused foods from steam counter to kitchen.

Empties counter pans and refrigerates left over food if usable in other menus.

Supervises patient washing pans at pot sink.

Drains steam counter and directs helpers in cleaning counter and counter equipment with soap and water.

Directs and assists patient helpers in washing one-half of the tables and chairs with soap and water.

Directs patient helpers in sweeping and wet mopping the serving area and one-half of the dining room floor.

Escorts patient helpers to respective wards, unlocking and locking all doors.

Locks, refrigerators, windows, and doors.

7:00 P.M. Goes home.

JOB DESCRIPTION

Serves food twice daily, noon and night, from a steam counter, cafeteria style to approximately 1023 female patients. Assists in serving the noon meal. Prepares simple foods for steam counter that do not require cooking, cutting butter, refrigerating and opening cans of fruit or fruit juices, relishes, preparing fruits or vegetables and combining them into salads. Fills steam counter with water

to keep food at desired temperature. Fills steam counter pans with food for evening meal. Serves supper. Guides and directs patient helpers in carrying out serving and cleaning duties, cleaning the counter and counter equipment, and one-half of the dining room tables and chairs with soap and water twice daily. Directs patients in sweeping and wet mopping the serving area and one-half of the dinner room floor. Escorts patients from dining room to their respective wards at the close of day work, unlocking and locking all doors. Locks refrigerators, windows, and doors, closing the unit for the night.

JOB REQUIREMENTS

The requirements are the same as for the waitress on first shift, counter #1.

Responsible for preparing all uncooked food for supper service according to the menu, such as cutting butter, chilling and opening cans of fruit or fruit juice, making salad, opening relishes, getting bread and crackers, and filling the milk urn. Fills steam counter with water and adjusts steam valve, keeping food at the desired temperature. Sets up steam counter with supper foods and arranges the containers in the desired order. Disposes of left-overs. Directs nine patient helpers in their assistance with the above duties. Responsible for the security of these patient workers throughout the day. Directs and assists patient workers in cleaning the steam counter, counter equipment, and one-half of the dining room tables and chairs with soap and water twice each day. Directs patient workers in sweeping and wet mopping serving

Job Specification

JOB TITLE

Waitress, (second shift) counter #1 Women's Building.

QUALIFICATIONS

The qualifications are the same for the first shift waitress, counter #1.

JOB DESCRIPTION

Serves the evening meal daily, from a steam counter cafeteria style, to a maximum of 1250 female mental patients. The census at the present time is 1023. Assists in serving the noon meal. Responsible for preparing all uncooked foods for supper service according to the menu, such as cutting butter, chilling and opening cans of fruit or fruit juice, making salad, opening relishes, getting bread and crackers, and filling the milk urn. Fills steam counter with water and adjusts steam valve, keeping food at the desired temperature. Sets up steam counter with supper foods and arranges the containers in the desired order. Disposes of left-overs. Directs nine patient helpers in their assistance with the above duties. Responsible for the security of these patient workers throughout the day. Directs and assists patient workers in cleaning the steam counter, counter equipment, and one-half of the dining room tables and chairs with soap and water twice each day. Directs patient workers in sweeping and wet mopping serving

area and one-half of the dining room following the noon and night meal service. Responsible for locking refrigerators, windows, and doors for the night.

WORKING CONDITIONS AND EQUIPMENT

The working conditions and equipment are the same as for the first shift waitress, counter #1.

TERMS OF EMPLOYMENT

Hours:

11:00 A.M. -- 7:00 P.M. Six days per week.

Regular day off -- Friday.

Thirty minute lunch period.

Pay:

\$115.00 per month.

All other terms of employment are the same as for the first shift waitress, counter #1.

OPPORTUNITIES OFFERED

The opportunities are the same as for the first shift waitress, counter #1.

Job Analysis

JOB TITLE

Waitress, (second shift) counter #2 Women's Building.

SUPERVISION

The supervision is the same as for the waitress, (second shift) counter #1.

EQUIPMENT USED

The equipment is identical to the equipment used by the waitress, (second shift) counter #1.

DUTIES

The duties are the same as for the waitress, (second shift) counter #1.

JOB DESCRIPTION

The job description is the same as for the waitress, (second shift) Counter #1. P.M. Six days per week.

JOB REQUIREMENTS

The job requirements are the same as for the waitress, (second shift) counter #1.

\$135.00 per month.

All other terms of employment are the same as for the waitress, (second shift) counter #1.

OPPORTUNITIES OFFERED

Opportunities offered are the same as for the waitress, (second shift) counter #1.

Job Specification

JOB TITLE

Waitress, (second shift) counter #2 Women's Building.

QUALIFICATIONS

The qualifications are the same as for the waitress, (second shift) counter #1.

JOB DESCRIPTION

The job description is the same as for the waitress, (second shift) counter #1.

WORKING CONDITIONS AND EQUIPMENT

The working conditions and equipment are the same as for the waitress, (second shift) counter #1.

TERMS OF EMPLOYMENT

Hours:

11:00 A.M. -- 7:00 P.M. Six days per week.

Regular day off -- Wednesday.

Thirty minute lunch period.

Pay:

\$135.00 per month.

All other terms of employment are the same as for the waitress, (second shift) counter #1.

OPPORTUNITIES OFFERED

Opportunities offered are the same as for the waitress, (second shift) counter #1.

Job Analysis

JOB TITLE

Dishwasher, (first shift) Women's Building.

SUPERVISION

Directly responsible to the manager.

EQUIPMENT USED

- Two - R3 Colt Autosan automatic dishwashers
- One - Colt Autosan semi-automatic cup machine
- Two - Salvajars
- Five - clean dish carts
- Three - Stainless steel, dirty dish tables
- Three - Stainless steel utility shelves, the length of the dishroom wall

DUTIES

- 5:30 A.M. Reports to work.
- Assists morning cook with breakfast preparation if needed.
- Escorts patient workers to the canteen that wish to go.
- Issues aprons and towels from linen room.
- Assists morning cook with dinner preparation if needed.
- Fills dish machines with water and detergent.
- Assigns sixteen patient workers to various jobs in the dishroom.
- Adjusts the water flow in pre-rinse machine.
- 7:15 A.M. Supervises and directs patient helpers in the following operations:
 - Receiving, scraping, separating, pre-rinsing, and refilling steam counter with clean dishes.
 - and racking of dirty breakfast dishes.

1:30 P.M. Operating automatic dishwashing machines.

JOB DESCRIPTION Stacking clean dishes on dish carts and transporting to steam counter in dining room.

Washes dishes. Refilling steam counter with clean dishes.

Directs and Draining and cleaning dish machines and pre-rinse machines. Directs and assists in stacking dish machine racks in appropriate places.

and pre-rinse Cleaning dish tables and utility shelves. in dish racks. Open Wet mopping dishroom floor.

proper temp Collecting soiled towels and aprons and placing them in the laundry basket. room, placing in appropriate

10:00 A.M. Goes to Employee Cafeteria for lunch.

10:30 A.M. Returns to work area. sweep and water twice

11:00 A.M. Carries matches and lights cigarettes for patients.

JOB REQUIREMENTS throughout day.

Escorts patient workers to the canteen that wish to go.

Assists morning cook with dinner preparation if needed.

11:15 A.M. Refills all dishwashers with water and involved detergent. patients, operating machinery, and keeping

Adjusts water flow in pre-rinse machines. able to reach

11:30 A.M. Supervises and assists patient workers, with the help of the second shift dishwasher, in performing the operations required to wash dinner dishes required and refull steam counter with clean dishes. vital.

1:30 P.M. Goes Home.

JOB DESCRIPTION

Washes dishes and silverware for approximately 1023 patients following the morning and noon meal services.

Directs and supervises the work of sixteen patient helpers in all phases of the dish washing procedure. Directs and assists in receiving soiled tableware returned by patients as they leave the dining room. Scrapes food from dishes and pre-rinses the dishes by machine. Stacks dishes in dish racks. Operates the dishwashers, keeping the water at the proper temperature. Stacks sterilized tableware on carriers and transports to steam counter in dining room, placing in appropriate location for next meal service. Cleans all dishroom equipment and the floor with soap and water twice daily. Assists cooks in kitchen as directed by manager.

JOB REQUIREMENTS

The job requires a person willing to work patiently and untiringly with mentally ill persons. Require performing simple, repetitive tasks continuously. Some judgment involved in handling patients, operating machinery, and keeping up with flow of work. Must be physically able to reach for, stack, and carry tableware. Requires walking, lifting, and standing for eight hours. A food handler's card is required. Typhoid inoculation and lung x-ray are required and given annually at the expense of the hospital.

Job Specification

JOB TITLE

Dishwasher, (first shift) Women's Building.

QUALIFICATIONS

Ability to follow simple directions.

Knowledge of operation and care of dishroom equipment.

High sanitation standards.

Patience.

Tolerance.

Kindness.

JOB DESCRIPTION

Washes dishes and silverware for a maximum of 1250
mentally ill female patients twice daily. The census, at
time of study, is 1023. Directs and assists sixteen patient
helpers in all phases of the dish washing procedure, receiv-
ing, scraping, and pre-rinsing dishes. Separates and racks
dishes in appropriate dish racks. Operates automatic dish-
washing machines. Dries, stacks, and transports clean table-
ware to steam counter. Places all tableware in appropriate
places for the next meal service. Is responsible for clean-
liness of the pre-rinse machines, automatic dishwashers,
and all other equipment in the dishroom. Issues clean
aprons and towels and collects soiled ones. Directly re-
sponsible to the manager.

WORKING CONDITIONS AND EQUIPMENT

Large, well-lighted dishwashing unit.

Modern and adequate equipment, in need of cleaning and repair.
Dishwasher, (second shift) Women's Building.

Atmosphere, moist and warm.

The supervision is the same as for the first shift
Subject to falls on wet, slippery floor.

TERMS OF EMPLOYMENT

Hours:

5:30 A.M. -- 1:30 P.M. Six days per week.

Regular day off - Thursday.

Thirty minute lunch period.

Pay:

\$120.00 per month.

The other terms of employment are the same as for the first shift cook.

OPPORTUNITIES OFFERED

Small salary increase as a result of tenure. May advance to counter work.

Removes filled garbage cans to garbage room and brings clean cans to the dishroom.

Wet mops dishroom floor.

Scours stainless steel tableware with a cleanser one day each week.

3:00 P.M. Goes to Employee Cafeteria for lunch.

Job Analysis

JOB TITLE

Dishwasher, (second shift) Women's Building.

SUPERVISION

The supervision is the same as for the first shift dishwasher.

EQUIPMENT USED

The equipment used on the job is the same as that used by the first shift dishwasher.

DUTIES

11:00 A.M. Reports to work.

Assists the cook in last minute noon meal preparation if directed by manager.

11:30 A.M. Assists first shift dishwasher in performing all duties involved in washing dinner dishes and refilling steam counter with clean dishes.

1:30 P.M. Directs and assists patients in cleaning all parts of the pre-rinse and dishwashing machines and in cleaning all other equipment with soap and water.

Removes filled garbage cans to garbage room and brings clean cans to the dishroom.

Wet mops dishroom floor.

Scours stainless steel tableware with a cleanser one day each week.

3:00 P.M. Goes to Employee Cafeteria for lunch.

3:30 P.M. Returns to work area.

Escorts patient helpers to and from canteen if they wish service, to go.

Assists second shift cook with supper preparation if needed.

4:15 P.M. Fills dish machines with detergent and water.

Issues aprons and dish towels.

Assists and directs patient workers in performing the

following operations:

Receiving soiled dishes from patients as they

leave the dining room.

Removing garbage from dishes and segregating

dishroom equipment.

Pre-rinsing dishes by machine.

Operating automatic dishwasher.

Stacking clean and dry dishes on cart.

Transporting dishes to dining room.

Stacking dishes in appropriate places on steam counter.

Draining machines and cleaning with soap and water.

Cleaning and drying all dish tables and utility shelves.

Collecting all soiled linens and placing in laundry basket.

Wet mopping dishroom floor.

7:00 P.M. Turns off lights and goes home.

JOB DESCRIPTION

Washes dishes and silverware, following dinner and supper service, for approximately 1023 female mental patients. Directs the work of sixteen patient helpers in all phases of dishwashing and cleaning procedure. Directs and assists in receiving soiled tableware. Scrapes food from dishes and pre-rinses the dishes by machine. Stacks dishes in dish racks. Operates the dishwashers, keeping the water at the proper temperature. Stacks sterilized tableware on carriers and transports to steam counter in dining room, placing in appropriate location for next meal service. Cleans all dishroom equipment and the floor with soap and water twice daily. Assists cooks in kitchen as directed by manager.

JOB REQUIREMENTS

The job requirements are the same as for the dishwasher on first shift.

Thirty minute lunch period.

Pay:

\$120.00 per month.

All other terms of employment are the same as for the dishwasher on first shift.

OPPORTUNITIES OFFERED

The opportunities offered are the same as for the dishwasher on first shift.

Job Specification

JOB TITLE

Dishwasher, (second shift) Women's Building. (th shifts)

QUALIFICATIONS

The qualifications are the same as for the dishwasher on first shift.

JOB DESCRIPTION

The description of the job is the same as for the dishwasher on first shift.

WORKING CONDITIONS AND EQUIPMENT

The working conditions and equipment are the same as for the dishwasher on the first shift.

TERMS OF EMPLOYMENT

Hours:

11:00 A.M. -- 7:00 P.M. Six days per week.

Regular day off -- Wednesday.

Thirty minute lunch period.

Pay:

\$120.00 per month.

All other terms of employment are the same as for the dishwasher on first shift.

OPPORTUNITIES OFFERED

The opportunities offered are the same as for the dishwasher on first shift.

Job Analysis

JOB TITLE

Relief worker, (for cooks and waitresses, both shifts)
Women's Building.

SUPERVISION

Directly responsible to the manager.

EQUIPMENT USED

The equipment and materials used on the job are the same as for the cooks and waitresses.

DUTIES

The duties are the same as outlined in the analysis for the following positions:

Monday - Cook, (first shift)

Tuesday - Waitress, counter #1, (first shift)

Wednesday - Waitress, counter #2, (second shift)

Friday - Waitress, counter #1, (second shift)

Saturday - Waitress, counter #2, (first shift)

Sunday - Cook, (second shift)

JOB DESCRIPTION

The job description is that of the person for whom the relief workers is substituting.

JOB REQUIREMENTS

The requirements are the same as for the cook on first shift.

Wednesday - 11:00 A.M. -- 7:00 P.M.
Friday - 11:00 A.M. -- 7:00 P.M.

Job Specification

JOB TITLE

Relief worker, (for cooks and waitresses, both shifts)
Women's Building.

QUALIFICATIONS

The qualifications are the same as for the cook on first shift.

JOB DESCRIPTION

The job description is that of the person for whom the relief worker is substituting.

Monday - Cook, (first shift)

Tuesday - Waitress, counter #1, (first shift)

Wednesday - Waitress, counter #2, (second shift)

Friday - Waitress, counter #1, (second shift)

Saturday - Waitress, counter #2, (first shift)

Sunday - Cook, (second shift)

WORKING CONDITIONS AND EQUIPMENT

The working conditions and equipment are those of the person for whom the relief worker is substituting.

TERMS OF EMPLOYMENT

Hours:

Monday - 5:30 A.M. -- 1:30 P.M.

Tuesday - 5:30 A.M. -- 1:30 P.M.

Wednesday - 11:00 A.M. -- 7:00 P.M.

Friday - 11:00 A.M. -- 7:00 P.M.

Saturday - 5:30 A.M. -- 1:30 P.M.

Sunday - 9:30 A.M. -- 5:30 P.M.

Regular day off -- Thursday.

Thirty minute lunch period.

Pay:

\$135.00 per month.

All other terms of employment are the same as for the cook on first shift.

Chair

Filing cabinet

Small office supplies such as payroll record books, supply and maintenance requisition sheets, patient work cards, pencils and pencil sharpener.

DUTIES

7:00 A.M. Reports to work

Opens office.

Issues snuff, tobacco, and cigarettes to the patient workers.

Carries matches and lights cigarettes throughout the day.

Checks menu.

Confers with the first shift cook concerning quantities of foods to be prepared for the noon meal, utilizing left-overs and making necessary changes in menu items that may have been affected by deliveries.

Confers with the waitresses concerning the serving of

Job Analysis

JOB TITLE

Manager, women's kitchen and dining room.

SUPERVISION

The manager is directly responsible to the food service supervisor.

EQUIPMENT USED

Desk

Chair

Filing cabinet

Small office supplies such as payroll record books, supply and maintenance requisition sheets, patient work cards, pencils and pencil sharpener.

DUTIES

7:00 A.M. Reports to work

Opens office.

Issues snuff, tobacco, and cigarettes to the patient workers.

Carries matches and lights cigarettes throughout the day.

Checks menu.

Confers with the first shift cook concerning quantities of foods to be prepared for the noon meal, utilizing left-overs and making necessary changes in menu items that may have been affected by deliveries.

Confers with the waitresses concerning the serving of

the noon meal. changes, and equipment shortages or

Deals with any maintenance problem that may arise,

Subj notifying the supervisor of the repair needed.

Confers with the second shift cook concerning the supper

Keeps menu. records for payroll.

Checks supplies that are on hand in refrigerators, assigned

storeroom, and freezer.

Prepares the food requisition for the following day. daily

Prepares the supply requisition the first and fifteenth

of the month.

Checks in deliveries. and directs patient workers in putting

Directs patient helper in putting away food and supply

Work deliveries. ra and nurses in securing patient help.

11:00 A.M. Goes to Employee Cafeteria for lunch.

11:30 A.M. Returns to work area. supplies and secures

Supervises and directs the employees and patient helpers

Conf in preparing and serving food. on details of supper

Adjusts the basic diet for diabetic patients.

Supervises and assists in food preparation, service, and

3:00 dishroom operations when necessary.

JO Tastes food to determine its patability.

Checks breakfast menu for following day with the first

quality shift cook. y of food prepared and served to female

1:00 P.M. Confers with supervisor during her daily shing

good wo visit, discussing personnel problems, deliveries of

orders, menu changes, and equipment shortages or maintenance.

Submits requisitions to supervisor for approval and delivery to central storeroom to be filled.

Keeps time records for payroll.

Keeps work cards on file showing patient workers assigned to this unit.

Directs, and assists if necessary, patient worker in daily delivering of soiled linens to laundry and returning of clean linens.

Checks clean linens and directs patient workers in putting them in appropriate places in linen closet.

Works with doctors and nurses in securing patient help.

Renders first aid.

Writes requisitions for first aid supplies and secures them from hospital pharmacy.

Confers with cooks and waitresses on details of supper preparation.

Locks office.

3:00 P.M. Goes home.

JOB DESCRIPTION

The manager is responsible to the supervisor for the quality and quantity of food prepared and served to female mental patients in this unit. Responsible for establishing good working relations between the employees and patient

helpers. Keeps records and requisitions all food and cleaning supplies, calculating accurately the amounts that will be needed according to the menu. Assists cooks in procuring recipes and adjusting the amounts to the desired quantities. Tastes cooked foods before being served. Assists cooks in utilizing left-overs. Determines when food, at proper temperature, is to be served and conveyed to wards on scheduled time.

JOB REQUIREMENTS

The job requires a person who is thoroughly familiar with foods and their method of preparation and of service. She must be able to estimate amounts of food and supplies needed. She must be able to apply basic principles of personnel management and be able to select and place patient workers. She should have a willingness to work for the best interests of the patient. She must be able to cooperate with others.

Job Specification

JOB TITLE

Manager, women's kitchen and dining room.

QUALIFICATIONS

Good mental and physical health.

Knowledge of methods of food preparation.

Be able to make estimates on food quantities.

Basic training in sanitation, hygiene, and care of equipment.

Ability to direct the work of others.

JOB DESCRIPTION

Directs the cooks and waitresses in preparing and serving three meals daily to a maximum of 1250 female mental patients. Has conferences with the supervisor, discussing employees, patient helpers, quantities of food and menu changes. Requisitions food and kitchen supplies, keeping adequate amounts on hand. Inspects deliveries. Tastes foods to determine quality. Inspects conveyor food carts. Manages kitchen, dishroom, and dining room employees and patient helpers, directing their work and cleaning duties. Keeps records of hours and days worked, vacations, sick leave, and absences of paid employees. Trains new employees on simple routines of this particular working area. Responsible for discipline and morale of employees. May perform duties of any employee when necessary.

WORKING CONDITIONS AND EQUIPMENT

Well-lighted, heated, and ventilated office. Cafeteria.
Spends majority of time in kitchen, dishwashing room and serving areas. These areas may be humid and odorous.
Makes trips to other buildings in performing required duties.

TERMS OF EMPLOYMENT

Hours:

7:00 A.M. -- 3:00 P.M. Six days per week.

Regular day off -- Sunday.

Thirty minute lunch period.

Pay:

\$170.00 per month.

Six paid holidays each year.

Fourteen days paid vacation given for each year worked.

One and one-fourth days sick leave given for each month worked, the employee being able to accumulate fifteen days per year.

Three uniforms are laundered weekly by the hospital without charge.

Aprons are furnished and laundered.

Employees must eat meals in designated areas. Meal tickets may be purchased in the business office of the hospital for fourteen dollars, the cost being deducted from the monthly pay check. This ticket

entitles the employee to forty meals, at the cost of thirty-five cents each, in the Employee Cafeteria.

Upon completing a study of the food service offered the female patients in Griffin Hall the following observations were listed and the following recommendations offered.

All employees being served in the cafeteria must purchase meal tickets.
If employed after September 1953 must submit to and pass intelligence and psychological testing.

OPPORTUNITIES OFFERED

Small salary increase as a result of tenure.

The average census for the same period was 1020 persons. The raw food cost per meal per patient was .1675. The waste per patient per meal was 2.795 ounces.

The high rate of waste was believed to result from the quality of food served and the variation in size of servings placed on the food trays. The poor quality of the food is due not only to the quality purchased but also to wrong methods of preparation. Portion control is very difficult due to the fact that the patient helpers serve the food and often show favoritism. There is a tendency to over-serve at the beginning of the meal and as the supply diminishes amounts given as a serving are smaller.

There were 132 patients without teeth being served a regular menu three meals each day with no alteration in the diet being made to make the food more edible. That contributed to the high plate waste.

The cooks had a tendency to prepare all foods in

SUMMARY

Upon completing a study of the food service offered the female patients in Griffin Hall the following observations were listed and the following recommendations offered.

Food Costs

The cost of food drawn from the commissary for the month of October 1953 was \$5,891.73. The average census for the same period was 1020 persons. The raw food cost per meal per patient was .1675. The waste per patient per meal was 2.795 ounces.

The high rate of waste was believed to result from the quality of food served and the variation in size of servings placed on the food trays. The poor quality of the food is due not only to the quality purchased but also to wrong methods of preparation. Portion control is very difficult due to the fact that the patient helpers serve the food and often show favoritism. There is a tendency to over serve at the beginning of the meal and as the supply diminishes amounts given as a serving are smaller.

There were 132 patients without teeth being served a regular menu three meals each day with no alteration in the diet being made to make the food more edible. That contributed to the high plate waste.

The cooks had a tendency to prepare all foods in

the steam jacketed kettles and fail to take advantage of the adequate oven space and steam chef that they could have used for meat and vegetable preparation. Much of the food is badly overcooked. Beef and pork roasts, and fowl were prepared in the jacketed kettle with liquid added. The meat was removed from the bone and chopped in the gravy. Slices of meat would have added variety in texture and flavor and presented a more appetizing appearance. The use of the jacketed kettles was extended to cover preparation of canned vegetables, such as peas, greens, and asparagus. Those vegetables required only a short cooking period or needed only to be heated. They could have been placed in the steam counter pans, heated in the steam chef and taken directly to the counter to be served, thus eliminating stirring and unnecessary handling of food and the original appearance and texture preserved. The better food is prepared the less waste. The use of quantity recipes by the cooks would have produced better products and more accurate estimates on the amounts that were required and eliminated much wasted food.

The following serving practices were noted that if corrected the palatability and attractiveness would greatly increase:

The steam in the serving counter was not turned on unless the weather was very cold. Hot foods were not hot; however they were kept warm by the water in the counter.

Fruit for dessert was often not refrigerated prior to being served and even when it had been refrigerated it was placed in a serving pan in the steam counter and was very warm by the end of the amount of serving period.

Cornbread was served from black bake sheets placed over the counter wells.

Each cup of fruit juice, or cocoa when served, was dipped from a large open tub that was wheeled in on a low dolly and placed behind the serving counter. The juice, prior to the beginning of the meal service, was poured over a large piece of ice in the tub and became too diluted before the juice was all served.

Jello and salads were spooned from large aluminum dish pans sitting on the steam counter and were broken into many tiny particles before reaching the patient's plate.

One counter pan was filled with a food stuff to be served up in dish pans and placed underneath the serving counter to be used to refill the counter pans when necessary.

At each meal service eleven to twenty filled food trays were taken to the wards by attendants without any written procedure or approval by the manager.

Lights were not turned on in the dining room during meal service and in the evening the room is gloomy.

All of the above listed conditions influenced the amount of food eaten and contributed to amount of food wasted.

Rooms

The kitchen, dish washing rooms, and dining room were well arranged. The kitchen was constructed and equipment so placed that food and supplies were received near the storage areas, moved into the preparation area, and from there to the cafeteria and cart pick-up location. The dining room was constructed of glazed tile walls, terrazzo floor, and acoustical tile ceiling. The room was equipped with loud speakers for music and was air conditioned. Eight hundred and fifty persons could be served at one time, at tables that were square with attractive multi-colored composition tops easily cleaned and accommodating four people.

This foods unit was designed by W.L. Gibbs, business manager of the hospital; Charles Monnat, and C. W. Schroeder. In a food service contest in 1951, sponsored by "Institutions" magazine, the unit was presented an honor award. The following was taken from Institutions Catalog Directory (22).

By using production line techniques, a smooth flow is assured at Central State Hospital. The logical equipment contributes to the success of the system. A

single spacious kitchen serves both the main dining room and ill or infirm patients to whom food is transported in carts. The air-conditioned kitchen is departmentalized into ten integrated units, so arranged as to maintain the normal traffic movement and yet avoid unnecessary steps and operations by employees. Glazed tile walls and tile floors make maintenance and sanitation easy. Tile dwarf walls segregate departments while allowing a full view of the entire kitchen. All large equipment such as roasting ovens, steamers, work tables, and ranges are of easily cleaned stainless metal.

Equipment

The equipment was found to be modern and adequate -- steam and electrically operated. The kitchen and dining room equipment had been well cared for as far as cleanliness was concerned. There were a few minor items that needed attention but in general the equipment in these two sections was in good condition.

The dishroom equipment consisted of two, two compartment automatic dish washers and one semi-automatic single tray machine used for cups. There were two Salvajars for pre-rinsing. The machines were operated entirely by patient helpers under the supervision of a paid employee. The small equipment required three separate groups of workers, and tripled the cleaning duties, and maintenance. The author feels that one large machine, preferably a feeder type, could be operated by a smaller group of workers with more efficiency, less expense, and with much closer supervision. These dishwashers in use had not been operated or cleaned correctly.

The neglect stemmed from untrained people handling the operation and the cleaning of the machines, and also from lack of knowledge of proper care and operation on the part of the manager. In several cases rinse arms were found to be disconnected and lying on the scrap trays in the machine during operation of the machine. The machines were not taken apart and cleaned following each use and many inside seams were coated with dirt, grease, and food particles. The wash arms were filled with food and were not spraying as they should. A patient worker informed the author that the red ranges on the gauges on the machines signified danger, and when the needle on the gauge reached that point there would be an explosion. Consequently, with the workers laboring under that assumption, the water was never hot enough for proper sterilization.

The machines, containing the vent connection in the top had not been vented to the outside and the steam escaped into the room. This vent feature in the machine added approximately \$250.00 to the cost of each machine, and was a total loss the way they were installed. The ceiling of the dish-room was acoustical metal tile and was rusted from the accumulation of steam. There were signs of rust on the dish machines and pre-rinse machines. The excessive amount of steam in the room probably caused this rust.

Sanitation

The employees were neat and clean in appearance and were handling food in a sanitary manner. The basic principles of sanitation were being complied with in the preparation and serving areas. The walls, floors, tables, and chairs, and steam counter were very clean. The employees should be commended on the cleanliness of the dining room. The electric ovens in the preparation area needed care on the insides, as they were rusted. Assistance in cleaning and care of electric ovens can be obtained without charge through the electric company or by equipment personnel. The dish machines were the pieces of equipment that needed attention in addition to the regular cleaning. Information on the care of this equipment would be of great help to the manager and the dishroom employees. Pamphlets and demonstrations given by trained equipment personnel on disassembling and cleaning of automatic dish machines are recommended.

In all of the integrated units in the kitchen and dishroom there was evidence of a need for instruction in the use, operation, and cleaning of the equipment for maximum efficiency. The manager or the employees did not realize the many ways of using the equipment they had. Proper use of this equipment would simplify food preparation and produce more appetizing and nutritionally complete products.

CHAPTER V

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

A study was made of the food service offered the 3100 patients in Central State Griffin Memorial Hospital. Fifty-two paid employees were interviewed, individually, while on duty, with particular attention being paid to the duties of the worker and general conditions under which that person worked. The information obtained from each employee was recorded on a job analysis form at the time of the interview.

The recorded information consisted of the title of the job, the unit in which that particular job was being done, supervision, equipment used, duties performed, job description, and job requirements.

A job specification sheet was completed on each position from summarized information in the job analysis and from terms of employment as set forth by the hospital personnel office. Information concerning the job was listed that would be of help to a new employee in getting acquainted with the prospective job. The job title, desired qualifications, job description, working conditions and equipment,

terms of employment, hours to be worked, rate of pay, and opportunities offered by the position were included.

One-hundred and twenty-nine hospital patients were found to be working as helpers, assisting the paid employees in all phases of food preparation and service. These patients remained in the food service areas approximately thirteen hours each day, seven days each week. They were not paid for their services other than possibly getting a little more food and tobacco than the patients that remained in the ward. Their working was believed to be of therapeutic value in their recovery.

Observations were made and information recorded in each food preparation and serving area on the waste of food, substantiated by the actual raw food costs per unit for the month of October 1953 and the garbage report turned in by each unit for the same month.

The study of the positions revealed that many of the employees allowed and encouraged patients to execute the duties of paid employees and in so doing placed a great responsibility on the patient that should have been assumed by the paid worker. There was no definite pattern of patient placement. If more patient workers were desired by the cook or manager in the unit, the ward attendant was notified and more patients were sent as requested. Some food units had so many, as in the female preparation and serving area, that

the efficiency of the unit as a whole was decreased and the practice of shifting responsibility to the patient more prevalent.

Waste control is one of the outstanding criteria of a well managed food service. Waste means expending, carelessly and needlessly, without valuable returns (12). In the food service studied it included waste of food from poor preparation, over-production, and improper use of left-overs; wasted supplies and equipment due to lack of maintenance; wasted time in poorly planned work schedules and lack of close supervision.

There were no work sheets or duty lists available to the employees in any unit. All instructions and methods of carrying them out had been given orally. Many employees were vague as to their assignments and actual responsibilities.

The quality of the prepared food served, the absence of standardized recipes, and the lack of any alteration in the master menu to accommodate 436 toothless patients were also believed to be large contributors to the waste. Patients are not well-fed unless they like the food offered them enough to eat it, regardless of how nutritious it may be. (1) The food served revealed a lack of trained employees and lack of supervised preparation and service of the foods that were available. The 9,307 gallons of garbage and the

raw food cost of \$44,107.63 for the hospital for the month of October 1953, when the study was made, substantiated the poor quality of food served.

The author has always been aware of the importance of standardized recipes and agrees with Bertha E. Nettleton (12) when as far back as 1941 she wrote:

The backbone of food cost and portion control lies in the recipe. The standardized recipe is recognized more and more generally as an essential part of the equipment necessary to successful food service. When such reliable recipes are used every day for every service the exact food cost of every item is readily available. The production manager is demonstrating that rigid control of the food and service results in better food service at a lower cost per person.

There was an adequate amount of up-to-date equipment available in the majority of the units. The male food service unit was the only area in which there was a definite lack of essential equipment. In all units there was evidence that the manager, employees, and the patient workers, needed instruction in operating and maintaining the equipment for maximum efficiency. Automatic dishwashers were found to be operated with the least efficiency and understanding of the principle of operation of any of the equipment. In all units the dishwashing operations were impaired due to improper cleaning of the machines. Not one manager or employee was found that could disassemble, and properly clean, and re-assemble the removable parts of the dishwasher, or that knew the operating range of the gauges, the proper loading

of the machine with soap and water, or the correct placing of soiled dishes in the racks for maximum cleaning and sterilization.

In evaluating a study of this kind it should be kept in mind that there is no over-all panacea that will solve the problems of the food service. Each unit has its own problems and the methods used in solving the problems of that unit will not solve all of the problems of the rest of the food service units. A summary was made and recommendations offered following the analysis of each unit. However, there were some general recommendations that were made.

The mal-practices that were cited in connection with the equipment could be corrected by the addition of a maintenance man to the food service personnel. The efficiency and life of the equipment within the department would be greatly lengthened. The food service equipment was serviced by the general hospital maintenance department but consisted only of emergency repair at the break down point. There was no routine maintenance. The services of a departmental maintenance man could consist of helping the employees and instructing them in operating and cleaning the equipment. Preservation maintenance, such as oiling and greasing, could be done by this employee and complete breakdown with loss of the use of a particular piece of machinery could in many cases be avoided.

Also eliminate a feeling of dissatisfaction that was found to exist among the employees.

There was an outstanding need for trained employees, job classifications, and a standard wage scale. The employees would benefit from classes in quantity cookery and hospital food preparation and service. Clinics were needed to teach the employees how to work with mental patients. A knowledge of the types of mental illness and the expected behavior of the types would be of great value to employees and indirectly to the patients. These suggestions could easily be carried out through an on-the-job training program. The relatively low salaries offered by the state attract only untrained people. By offering training opportunities the standard of service could be improved and would stimulate an interest in the hospital work and make the jobs more attractive. This training program could be used as a measuring instrument for job classification and wage scale evaluation, giving salary increases for merit rather than tenure alone. It would offer an opportunity for advancement as well as a lever for obtaining the objectives of the department.

compense Much satisfaction among the employees could be obtained by offering more rigid supervision and work schedules, including in the regular schedule a rest period to be taken in the middle of the morning and afternoon in a designated area. One meal provided for the worker during an eight hour work period, included as part of the salary or deducted automatically, might also eliminate a feeling of dissatisfaction that was found to exist among the employees.

There was no compensation coverage or group hospitalization available to the employees. An affiliation with Blue Cross Hospitalization Plan would offer security to the employees and would not increase the cost of operation.

The therapeutic value of the work done by the patients in the foods units was questioned by the author. The long hours day after day without a change of any kind, the responsibility assumed in many cases, the absence of compensation, the lack of proper wearing apparel and personal care, and the lack of enforced standards of sanitation would not be considered, by a layman in the field, conducive to furthering health and normalcy. The possibility of working out a program with the help of the Occupational and Recreational Therapy department could be investigated. A regular work schedule for the patient with some type of relaxation in the afternoon between meal services would take these workers out of the food units part of the time. Standard working hours, a day off each week, and some kind of material compensation might stimulate a new interest in life for these people.

The male patients were observed walking and standing as long as ten minutes in rain and snow going to and from meals. An underground tunnel connecting the dining room to the wards or the walk canopied would offer protection from the weather. An alternate solution would be dining rooms

in the wards. During extreme weather conditions, conveyor carts could transport food from the main kitchen and the patients could be served without going outside.

This analysis should be followed by further study of the jobs. The work to be performed should be studied and jobs should be classified with the specifications being standardized so that each specification will be representative of a job, rather than a position as these are in this study (5). These job specifications should be in the hands of the personnel who do the hiring and should also be available to the applicants for the jobs. This makes it possible for a more intelligent selection of employees by those with that responsibility and a better understanding by the applicant concerning his ability to do and interest in the job. This understanding results in better satisfaction on the job and less costly turnover.

This work should be followed by detailed instruction sheets for the employees on the job. Time and motion studies would also be of further value. The jobs that are performed by patient helpers should be evaluated in an effort to standardize their work, make training programs possible, and raise the sanitary standards of the food production. The foregoing recommendations are the ones that the author of this study believes need emphasis in the reorganization program.

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