



Hospital Caterer's Association
Strategy Document

2008-2010



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1. Introduction

The Executive of the Association has been charged by its Council to produce a Strategy Document, which will identify the Hospital Caterers Associations strategic direction over the next twelve months. The Strategy Document can only succeed with the support of National Council, Branches and Members.

A process or review will be developed to ensure the plan is changed to reflect the continuing demands placed upon Associate members in relation to Government policy.

The Broad Principles that have been used to develop the Hospital Caterers Association Strategy Document are:

- ⌚ To place on-going activity and all development aims in a financial framework that has been approved by Council.
- ⌚ Hospital Caterers Association Code of Conduct.
- ⌚ Understand the current profile and performance issues of service.
- ⌚ Develop specific objectives for the HCA to reflect National Policy and service needs.
- ⌚ Develop a Performance Management Framework to ensure implementation.
- ⌚ Develop a Performance Assessment Framework by which the National Council can monitor and appraise progress.

By involving the membership in the development of the Strategy Document it will:

- ⌚ Enable us to initiate action effectively - delegate to the right person.
- ⌚ Share ideas - with each other and with other, relevant groups.
- ⌚ Foster growth and development.
- ⌚ Improve communication.

This document describes the key achievements from 2006/2008 and also outlines the Hospital Caterers Association plans and intentions for 2008/2010. The HCA can make an important contribution to the achievement of National objectives, which are detailed below:

- ⌚ The Health Care Commission Core Standards
- ⌚ NPSA - The Nutritional Action Plan - Ten key characteristics of good nutritional care toolkit
- ⌚ The Patient Environment Action Team (PEAT) initiative
- ⌚ Essence of Care 'Food and Nutrition'
- ⌚ Releasing Time to Care toolkit - The Productive Ward
- ⌚ Care Quality Commission - 2009
- ⌚ Clinical Standards Board of Scotland - Draft Clinical Standards - Food Fluid and Nutritional Care
- ⌚ The NHS Plan for Wales
- ⌚ Hospitality Knowledge Networks



2. Background

Formed in 1948, the Hospital Caterers Association (HCA) is the professional body representing almost 400 senior health care managers who provide a wide range of food services for patients, visitors, hospital and medical staff in NHS hospitals and health care facilities nationwide.

With over 300 million meals served every year and around £500 million spent on food annually by around 300 NHS Trusts across approximately 1200 hospitals, the NHS is the UK catering industry's largest provider of meals.

Founded by 25 London Hospital Catering Officers, the Hospital Caterers Association (HCA) was one of the first professional associations to be formed within the National Health Service. Whilst its first branches were established in the North and Scotland in the 1950's, the HCA has now grown to 17 branches throughout the UK. With over 250 NHS Trusts represented in its membership, the HCA network is the single largest group of health care catering/facilities providers within the NHS.

The Hospital Caterers Association supports its members by involving them in a nationwide network of 17 regional branches. It creates networking opportunities which facilitate the exchange of views and information; by holding regional meetings, study days, regional conferences, educational visits and an annual national conference all of which are intended to help broaden the knowledge, expertise and potential of its members.

The Hospital Caterers Association network of members is responsible for the jobs of 35,000 people, 55% of which are hospital chefs and kitchen based catering staff. Amongst its Associate membership are over 100 suppliers who are responsible for the supply of millions of pounds worth of food, services and equipment to the hospital-catering sector.

Although the provision of meals for patients is their principle function, hospital caterers are also responsible for meals for doctors, nurses and ancillary hospital staff and the hundreds of relatives and other visitors who use the hospital restaurant, dining room or cafe facilities on a daily basis. Through these additional services, hospital caterers help to generate over £150 million worth of income for the NHS.

In order to provide it's Members with the appropriate knowledge, support and assistance in achieving and maintaining the highest standards of catering service, the Association implements a range of specialist services and high profile initiatives, which are detailed in this document.



3. Organisational Structure

The National Council is made up of the following:

- ⌚ National Chairman
- ⌚ National Vice Chairman
- ⌚ National Treasurer
- ⌚ National Secretary
- ⌚ Assistant National Secretary
- ⌚ Editor
- ⌚ 17 Council Representatives (One from each Branch)
- ⌚ President
- ⌚ Vice Presidents (Two)

The Hospital Caterers Association constitution ensures that its branches through Council control the Association. This reflects the diversity of hospital catering and of our branches. It is a major factor in the strength and survival of the Association.

4. Aims of the Association

The aims and objectives of the Association are

- ⌚ The promotion and improvement of the standards of Catering in Hospitals and Health Care in Great Britain and Northern Ireland and elsewhere;
- ⌚ The education and training of persons engaged in Health Care Catering Services and
- ⌚ The provision and improvement of the professional interests and status of those engaged in the Health Care Catering Services.

By continuing to foster strong links with the Government and other influential bodies, the Hospital Caterers Association aims to raise the status of the Association, to encourage greater respect for the role of hospital catering and to increase understanding of the operational and financial challenges which face hospital caterers.

The Hospital Caterers Association aims to act as the voice of Association members and to become the leading consultative body to the Government on all matters relating to the future developments of hospital and health care catering.



5. The Role of National Council

The business of the Association is managed by the Council of which the President, Vice Presidents, Honorary Secretary, Honorary Treasurer and Assistant Secretary are ex-officio members. The remaining members of Council are Full Members nominated by the branches of the Association.

The National Chairman and National Vice Chairman are nominated by Council from amongst their members; other National Officers need not be members of Council when nominated. The National Officers have no powers or authority * under the Constitution outside the chairmanship of Council and Executive meetings, other than those that are delegated to the Executive Committee from time to time by Council.

*The exception to this limitation of powers is the position of the National Treasurer, who carries a personal responsibility for safeguarding and properly accounting for the Associations funds, that confers authority outside the Constitution and Council that is embodied in statute law.

Council is required to meet no less than 3 times per annum. Standing orders for Council are detailed on the Associations website.

6. The Role of National Executive

Scope of the National Executive Committee

Executive is required to deal with all matters as delegated by Council:

- ⌚ To act on behalf of the Association Council between Council Meetings
- ⌚ To report and make recommendation to the Association Council
- ⌚ To take appropriate action on behalf of the Council in the best interests of the Association and its aims and objectives

There are eight members of Executive, which comprise of:

- ⌚ National Chairman
- ⌚ National Vice Chairman (Committee Chairman)
- ⌚ National Secretary
- ⌚ National Treasurer
- ⌚ Assistant National Secretary (Committee Secretary)
- ⌚ Three members elected from Council

The various National Conference Secretaries will be members of the Committee for the periods outlined in the Associations Conference Pack - and will not have voting rights.



The Editor, Lansdowne Publications (LPPL), will attend the Executive Committee as and when required and will not have voting rights.

In normal circumstances, a member of Council must have served one year on Council before being eligible for election onto this Committee.

7. Executive Proposal to review Council Meeting Format

Introduction

For sometime now National Officers have felt that the Council Meetings are becoming too much of a mirror image of the Executive Meetings.

The same Agenda items are covered and a lot of the information is repeated.

In our Constitution it is clear that Council is the decision making part of the Association, whilst the Executive Committee is responsible for the date to day running of the Association. What seems to be clear in terms of what is not happening is that as an Association we are not forming policy with regards to shaping the strategic aspects of Catering Services from a National point of view.

To this end the Executive Committee have met recently to discuss this matter in detail and are suggesting this proposal as to how the HCA can achieve all it is required to do.

Proposal

The following matters were discussed and summarised as follows: -

- Executive minutes need to be produced and issued as quickly as possible.
- The Executive Committee should discuss issues such as finance, membership and correspondence and report back actions taken.
- Major decisions will still have to be made by Council and all the Executives actions must be completely transparent and reported on accurately.
- Each Branch must send a representative to Council who is able to make decisions.
- To allow Council more time to debate issues thoroughly, to take on and develop projects that develop and shape catering nationally.
- To receive reports / updates that are clear and timely.

Attached is a proposed format Agenda for Council meetings



Agenda - Proposed New Format

Welcome

Confirm attendance and reiterate to Council members their duties. Reinforce standing orders.

Minutes of the last meeting

Previously circulated. It is felt that too much time is spent on reviewing information that has been circulated. The onus will be on all members of Council to have read all information prior to attending and on the National Secretary to ensure information is circulated in a timely manor.

Report back from Executive

Minutes to have previously been tabled and Members of Council will be given an opportunity to question any aspects of Executive minutes.

Conference Reports

These will be more structured to ensure that all the necessary information is put forward in order that Council can make an informed decision. Finished Conferences will not be invited back until November Council.

E.g. in June 2007 invite the 2009 Conference Secretary to put forward a full proposal including costs (before anything is signed).

Rules and Constitution

Current Issue of the review of membership rules.

Presentations

Public Relations, Council of Europe, Invite Speakers where appropriate.

Discuss review of documents needed to form NHS Catering strategy: -

Review - Delivering a Quality Service

Nutritional Standards

Feedback as appropriate from Committees - GP - Hotelympia, Awards, Good Practice Guide etc.

Any Other Business

It is suggested that all the Associations business, including reports, are completed by 12.30pm including any other business.

Summary

The Executive Committee feels that these changes can form the framework for the Association to move forward. The Agenda is not fixed and may be as a first item we need to look at Business Plan / Strategy document and review it based on how we want to take catering forward.

This proposal was unanimously passed at the November 2007 council meeting.

23/04/2009



8. The Role of the General Purposes Committee

Scope of the General Purposes Committee

- ⌚ All matters delegated by the Association Council and Executive Committee.
- ⌚ Any document, circular or report, which could affect Catering within the Health Care Sector.
- ⌚ All matters concerned with education and training of catering staff in the Health Care Sector.
- ⌚ To receive reports from those members who are nationally representing the Association on other bodies.
- ⌚ To report and make recommendations to the Association Council.

There will be a maximum of eight members comprising the following:

- ⌚ National Vice Chairman and chair of GP committee
- ⌚ Four members elected by the Association Council to serve for one year
- ⌚ Three full members of the Association may be co-opted to serve for a maximum period of two years at any one time

The committee will meet on at least two occasions each Association year, and may conduct other sessions of business by email.

The Chairman must ensure that the National Treasurer is informed of all GP meetings including email sessions.

The first meeting will be convened by the National Secretary.

9. Training & Development

By providing resources and services, the Hospital Caterers Association helps members to realise their talents, develop their skills and increase their knowledge in order to achieve new levels of success and recognition. This is actively encouraged through the development of education and training programmes, which aim to set the highest standards of professionalism within the hospital and health care catering sector.

The HCA also aims to protect and improve the professional interests of those engaged in all areas of health care catering services.

In addition to the Branch Study Days the Association has a voice on the Northern and Southern Training Advisory Groups, and other training formats.

The Association is continuing to develop closer links with the National Patient Safety Agency (NPSA), the Department of Health, Health Facilities Management Association, British dietetic Association, Association Domestic Managers, Local Authority Caterers



Association, the National Association Care Catering, and last year, 2007, joined the Associated Parliamentary Food & Health Forum which gives the Association the opportunity to further enhance our knowledge of the catering industry. The Association is also a founder member of the Healthcare Catering International (HCI) which provides a global perspective and understanding of catering within this sector.

The Association has agreed bursaries as the following table identifies to assist members in developing their knowledge, expertise and professionalism.

Training & Development Bursary

Bursary (Examples)	Number of Awards Available	Guidance for Allowance per application	Qualifying Period	Method of Financing
<i>Conference Attendance Allowance e.g. HCA, BDA, NACC, LACA, HeFMA</i>		£600	2 years	<i>Paid direct to Conference organisers by National Treasurer</i>
<i>UK Placement Fund Up to a five day work placement/exchange. To include travel and accommodation</i>		£500	2 years	<i>Letter of acceptance. Travel/Accommodation will be reimbursed by National Treasurer on production of receipts</i>
<i>Attendance at Study Days/Short Courses or Training Event</i>		£250	2 years	<i>Letter of acceptance Travel/Accommodation will be reimbursed by National Treasurer on production of receipts</i>
<i>Qualification Fund For a recognised external qualification relevant to applicant's post</i>		£400	2 years	<i>Payment either directly to awarding body or will be reimbursed by National Treasurer on production of receipts</i>
<i>Book Grant/Software/ Subscription Allowance Applications from individuals or by branch</i>		£50	1 year	<i>Payment will be reimbursed by National Treasurer on production of receipts</i>
		Maximum Total £5,300		

In addition to the HCA Awards, Burlodge UK are supporting the following:

Burlodge UK Bursary Training & Development	Awards Available	Maximum Allowance per application	Qualifying Period	Proof of Course Acceptance
<i>Attendance on the NHS Estates Facilities Management Training and Development Programme (Applicants will be expected to apply to join the course in the normal manner).</i>		£750	2 years	<i>Copy of letter of accepting applicant from course organiser plus letter from Trust identifying support for attendance on course.</i>
<i>Or other formal Management Qualification</i>		£750	2 years	<i>Copy of letter of accepting applicant from course organiser plus letter from employer identifying support for attendance on course</i>



10. Communications

The Hospital Caterers Association keeps its members up to date on key NHS developments, Government legislation and policies or other factors affecting the NHS and hospital catering sector. It also acts as a centre for reference, advice and guidance to support its members in meeting the changing demands of the industry.

The Hospital Caterers Association aims to develop a more positive and professional profile for health care catering through improved communication, which ensures that the views of HCA members and hospital caterers on key issues are heard. The Hospital Caterers Association publishes its own bi-monthly magazine '*The Hospital Caterer*' which covers the latest news, developments and issues within the sector. The Association has a London based press office and a website www.hospitalcaterers.org which is updated on a regular basis.

11. Achievements 2006 - 2008

There have been several achievements over the past twelve months that the Association can be proud of. These achievements include:

- ⌚ Conference 2007 saw the launch of the Hydration Toolkit for Hospitals and Healthcare groups from the National Patient Safety Agency (NPSA) in association with Royal College of Nursing (RCN) and Water UK.
- ⌚ Serving Excellence - Enhancing Patients Mealtimes - held in July 2007. This was our third National Day addressing issues concerning healthcare catering and with over 100 hospitals from throughout Britain supporting the event, it proved to be highly successful. Launched at the Royal Brompton Hospital, and based on the 2006 Good Practice Guide - Healthcare Food and Beverage Service Standards using a checklist that was developed from that it also took into account the KSF dimensions and the 10 Key Characteristics of Good Nutritional Care in Hospitals.



- ⌚ Council of Europe and NPSA Stakeholders - in October 2007 a media and communications event which launched the 10 Key Characteristics of Good Nutritional Care in Hospitals which had been developed by the Council of Europe Alliance. This was well supported by members of the Alliance and also by members of the press. From this alliance group, Caroline Lecko of the NPSA has organised a group of interested parties including HCA, the RCN, Speech & Language Therapists, Dieticians and representatives from the commercial sector to develop a toolkit for each of the ten characteristics to aid the implementation of them. This will ensure that the work put into the development of the 10 characteristics will not be wasted. The first three toolkits were launched at the RCN Congress in April, further four later in the year and then the complete pack of all ten at our Conference in 2009.
- ⌚ Le Salon Culinaire International de Londres - an extremely well supported 2008 Hotelympia at which our Chef teams proved that they are of the highest calibre, a tremendously successful year by being awarded medals - 6 Bronze, 1 Silver & 3 Gold, with the overall winners from Darlington Memorial Hospital. All ten teams also achieved very high marks for their food safety working practices so much so that as all of them achieved the required marks for a hygiene award the organisers decided it was impossible to single one team out to receive an award.
- ⌚ The development and publication of a "Good Practice Guide for Retail and Commercial Services Standards - An Operational Guide to Services" was published in April 2008.
- ⌚ Institute of Healthcare Management (IHM) accreditation for Conference 2008 and 2009. Each member who attends will receive an attendance certificate for each day of Conference with the IHM and HCA logo on it.
- ⌚ Two differently organised successful National Conferences have been held with well supported Award Ceremonies at both.
- ⌚ Close links have been developed with both the NPSA and the Dept of Health enabling the Association to have a voice at the highest level.
- ⌚ Training and Development Bursary - these bursaries are now in their second year and several members have taken advantage of the various categories including attendance at Conference and at various courses being run.



12. Objectives 2008/2010

The following developments will ensure that the Hospital Caterers Association continues to develop over the coming year.

- ⌚ Ongoing development of website with sponsorship from the industry
- ⌚ The transfer of the Better Hospital Food website to the HCA site and reviewing content
- ⌚ To develop a “National Awareness Day” for 2009
- ⌚ To promote and encourage more branches to support and put forward chefs to enter both the “Hot Cookery” competitions and the “Le Salon Culinaire” at the 2010 Hotelympia, with the possibility of increasing the number of teams so that we could have two sets of ten in the finals.
- ⌚ To review the Hospital Caterers Association Awards for 2009 and increase the number of members being put forward
- ⌚ The development of a comprehensive database of hospital caterers, to identify potential HCA members and for marketing and promotion purposes
- ⌚ To review the Admin Contract around HCA membership subscription and Branch retention
- ⌚ Complete the review of contracts for the Journal and Conference
- ⌚ The review of the Rules & Constitution along with the present Standing Orders are ongoing to ensuring they are fit for purpose.



13. Financial Management

A network of Branch Treasurers' and the Honorary National Treasurer carry out the financial management of the Association. Each Branch maintains its own accounts, recording income and expenditure and maintaining its own assets and liabilities. Membership subscriptions are vital to the continued development of the Branches and the Hospital Caterers Association as a whole.

The Honorary National Treasurer maintains the annual accounts, the financial security and integrity of the Association, and the membership roll. The Association's financial year runs from November to the end of October and at National level the income gained from subscriptions, HCA's publications, the National Conference and above all discretion has become more evident, are invested to maintain a healthy financial position for the Association in order to allow the Hospital Caterers Association to expand its influence throughout the catering industry. The Honorary National Treasurer advises and monitors the work of Conference Committees and ensures that conference budgets are realistic and feasible.

Assets held at National level are used where deemed fit by Council to develop and improve the Association and will, where appropriate, fund projects that will assist in the careers and development of members of the Association.

Starting September 2007 the Hospital Caterers Association has had to accept VAT accountability as of April 1973 and pay VAT. The Association now has to prepare VAT returns every quarter inline with HCA's financial year, and from 1st November 2008 the Association will be going over to "Cash Accounting" which will assist in VAT payments. For example, conference payments to HM Customs & Revenue.

With the introduction of the quarterly VAT returns it was necessary for the Association to look at an easier method of calculating VAT from a Branch Treasurer perspective. To this end "Branch Electronic Accounting" was launched at this year's conference, similar in design to the manual accounting the Branch Treasurer uses now but with automatic updates with the amount VAT that has to be returned to the Customs & Revenue. This has helped the National Treasurer to compile more accurate VAT returns and helped the Association to remit the correct amount to the Customs & Revenue.



The table below clearly illustrates the need for the Association to manage its affairs carefully; income must exceed expenditure. As more financial pressures occur, the need to generate income through increasing the Associations membership, HCA's publications, the National Conference and above all prudence has become more apparent. The Association has an important role to play in influencing the national agenda with regard to the provision of hospital catering and as such must remain financially viable if it wishes to retain its influence.

Projected Income

	£
Subscriptions	21,500.00
HCA Publications	11,000.00
National Conference	20,000.00
Sponsorship (Awards etc)	10,500.00
Website	4,000.00
Burlodge Bursary	1,500.00
Total	<u>68,500.00</u>

Projected Expenditure

	£
Travelling, Subsistence and Meeting Costs	11,800.00
Administration	35,000.00
National Conference and Study Days	22,000.00
HCA Training Bursary	6,800.00
Total	<u>75,600.00</u>

It should be noted that no provision for VAT liability is included in projected income or expenditure

In addition to this, the Association has investments which are tied in to the Stock Exchange totalling approximately £94,000 (as at 30/10/2007). Accumulated funds held at Branch level, (as at 30/10/2007) as a whole, amounts to approx £85,600.



14. Conclusion

This revised and updated Business Plan will continue to build on the foundations of the original plan by providing a clear understanding of the Association along with assisting in the continuing development of its profile.

The Business Plan of the Association needs to be re-active to the ever changing requirements of the National Health Service and should therefore be seen as a live document which is essential to update on a regular basis whilst not losing sight of the aims and objectives of the Association.

As stated in the introduction, the business plan can only succeed with the support of National Council, Branches and Members. With that support the Hospital Caterers Association will continue to be the voice of Catering Management within the NHS.