

**Manual M-1, Operations. Part V, Performance Standards**

**Chapter 4, Dietetic Service (Sections I and II (Paragraphs 4.01 through 4.06);  
Figure 4.1)**

**Rescinds earlier versions of Chapter 4**

This document includes:

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Change 8, dated **December 18, 1963**

VETERANS ADMINISTRATION

**DEPARTMENT OF MEDICINE AND SURGERY MANUAL**

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# OPERATIONS



**PART FIVE**

**PERFORMANCE STANDARDS**

July 1, 1959

Part V, "Performance Standards," VA Department of Medicine and Surgery Manual M-1, "Operations," is published for the compliance of all concerned.



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RESCISSIONS

The following material is rescinded:

1. COMPLETE RESCISSIONS

a. Circulars

10-184, 1958 ✓ 10-62-159 (c.6)  
10-18, 1959 ✓ 10-62-199 "  
10-231, 1959 ✓ 10-63-218 (c.8)  
10-156, 1960 ✓ 10-64-1 (c.10)  
10-64-241 (c.11)  
[10-46, 1961] ✓

b. Interim Issues

II 10-367 ✓

[c. Manuals

Ch. 20, DM&S Manual M-1, pt. I] ✓

(c.4) — Ch. 4, DM&S Supplement, MP-4, Part I. ✓

CHAPTER 4. DIETETIC SERVICE

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**CHAPTER 4. DIETETIC SERVICE****SECTION I. DIETETIC SERVICE PERFORMANCE STANDARDS DATA****4.01 GENERAL**

VA Form 10-2969-3, Worksheet—Dietetic Service Performance Standards, RCS 10-86, is the basic worksheet for assembling manpower data at station level necessary for analyzing employee performance, making any indicated adjustments in staff for improved manpower utilization, and for data input into AMIS (Automated Management Information System).

**4.02 INSTRUCTIONS FOR PREPARATION OF VA FORM 10-2969-3, WORKSHEET—DIETETIC SERVICE PERFORMANCE STANDARDS (SEE FIG. 4.1), AND VA FORM 10-2969 (AMIS), DIETETIC SERVICE CODE SHEET, SEGMENT 225, RCS 10-86**

Instructions for preparing the worksheet, VA Form 10-2969-3, and the AMIS input document, VA Form 10-2969 (AMIS), Segment 225, RCS 10-86, are in MP-6, part VI, supplement No. 1.2, chapter 24, section 2403.00.

**SECTION II. PERFORMANCE STANDARDS****4.03 GENERAL**

Standards were established to be used as a management tool in guiding and controlling nonprofessional, nonclerical manpower utilization in Dietetic Service. The program offers a plan for relating on a continuous basis the volume of work produced to the manpower required to prepare and serve a ration. The objectives of the program are: To provide stations with a method of determining manpower requirements, data for scheduling for an even distribution of the workload and controlling and forecasting workload requirements; to provide a system for routinely reporting to management and for budgeting for manpower; to point out work areas where differences in performance exist and provide facts for evaluating reasons for the differences. The performance standards also serve as a guide for station supervisory personnel, Director, Field Operations, and Central Office program officials.

**4.04 STANDARD MINUTES PER RATION**

The following standards were based on the results of work measurement studies:

**a. General Hospitals:**

- (1) 50.9 minutes per ration (if daily rations average 299 or less).
- (2) 44.0 minutes per ration (if daily rations average 300 or more).

b. Psychiatric hospitals, psychiatric sections of hospitals, domiciliary, and domiciliary sections of centers: 29.4 minutes per ration.

**4.05 ANALYSIS OF DATA**

a. The daily worksheet, VA Form 10-2969-3, will be analyzed to determine if day-to-day variation in available minutes indicates a need for improvement in scheduling. The completed worksheet will be analyzed monthly to identify trends in workload and leave as well as to allow for a comparison of performance data from month to month.

b. If the attained minutes per ration for any one calendar month deviates widely from the standard, this will be considered an "out-of-line" situation.

c. Some stations may show consistently low percentages of effectiveness each month. These stations should make plans to approach the standard by improving communications, planning, scheduling, hiring part-time workers, staffing adjustments, using more efficient methods, installation of laborsaving equipment, and using convenience and convenient foods. If the percentage of effectiveness is extremely high, care should be taken to assure that this rate includes a full and complete dietary service to patients and the higher rate reflects effective scheduling, proper and adequate sanitation, methods, procedures, etc.

d. When the attached rate of effectiveness for any one calendar month deviates widely from the level attained during previous months, and the cause for the situation is not readily known, a detailed analysis will be made to provide effective remedial action.

#### 4.06 RATE OF EFFECTIVENESS

The rate of effectiveness (conformance to standard) can be determined by each station monthly and quarterly. To obtain this rate, multiply the number of rations served during the report period by the applicable standard minutes per ration. Divide this product ("earned" minutes) by the available man minutes for the same period. The result of the above calculations should be expressed as a percentage. The following example may be used as a guide:

a. **Step 1.** 15,883 total rations (line 32, col. P) for the month, multiplied by 44.0 minutes per ration (since daily rations served average more than 300) equals 698,852 "earned" minutes for the month.

b. **Step 2.** 698,852 "earned" minutes divided by 656,520 available man minutes (line 32, col. O) equals 1.064 or 106 percent effectiveness.

NAME OF STATION		WORKSHEET -- DIETETIC SERVICE PERFORMANCE STANDARDS															REPORTS CONTROL SYMBOL			
		NOTE: THIS WORKSHEET WILL BE USED TO ACCUMULATE DATA FOR AHS SEGMENT 255. SEE MP-6, PT. VI, SUPPL. NO. 1.2, CHAPTER 24 FOR DETAILED INSTRUCTIONS.															MONTH OF			
LINE NO.	DATE	UNMEASURED EMPLOYEES			MEASURED EMPLOYEES												TOTAL SERVED RATIONS (O + P)	MINUTES PER RATION (O + P)	INGENTIVE THERAPY PATIENTS AND SERVICES (O + P)	MINUTES PER RATION INCL. INCENTIVE THERAPY (O + P)
		DAILY FTE	NO. DETH. TRANS	NO. CLERKS OTHERS	MEASURED NONPROF. EMPLOYEES (O + P)	POTENTIAL HOURS (E x 2.2)	DAYS OFF CONVERTED TO HOURS	HOURS ANNUAL LEAVE	HOURS SICK LEAVE	HOURS OTHER LEAVE	HOURS AV. NOT AVAILABLE (O + P)	HOURS ADJUSTMENT	AVAILABLE HOURS (P - R - L - S - G)	AVAILABLE MINUTES (O x 60)	HOURS	MINUTES				
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
1	JULY 1	79.5	6.0	3.0	70.5	564	160	31	8	1	200	1	0	365	21,300	513	42.7	3.0	960	44.6
2	2	79.5	6.0	3.0	70.5	564	160	32	8	0	200	0	0	364	21,840	504	43.3	3.0	960	45.2
3	3	79.5	6.0	3.0	70.5	564	160	40	8	8	216	0	0	348	20,880	474	44.1	3.0	480	45.1
4	4	79.5	6.0	3.0	70.5	564	168	0	0	48	216	0	0	348	20,880	464	45.0	3.0	480	46.0
5	5	79.5	6.0	3.0	70.5	564	168	40	0	8	216	0	0	348	20,880	484	43.1	3.0	960	45.1
6	6	79.0	6.0	3.0	70.0	560	160	40	8	0	208	0	0	352	21,120	509	41.5	3.0	960	43.4
7	7	79.0	6.0	3.0	70.0	560	150	32	8	0	200	0	0	360	21,600	517	41.8	3.0	960	43.6
8	8	79.0	6.0	3.0	70.0	560	160	32	8	8	208	0	0	352	21,120	517	40.9	3.0	1,440	43.6
9	9	79.0	6.0	3.0	70.0	560	160	32	8	8	208	0	0	352	21,120	519	40.7	3.0	480	41.6
10	10	79.0	6.0	3.0	70.0	560	160	29	8	8	205	0	0	355	21,300	518	41.1	3.0	480	42.0
11	11	79.0	6.0	3.0	70.0	560	168	32	0	8	208	0	0	352	21,120	509	41.5	3.0	480	42.4
12	12	79.0	6.0	3.0	70.0	560	168	32	0	8	208	0	0	352	21,120	514	42.0	3.0	480	43.0
13	13	79.0	6.0	3.0	70.0	560	160	24	16	0	200	0	0	360	21,600	516	41.9	3.0	480	42.8
14	14	78.0	6.0	3.0	69.0	552	160	24	8	0	192	0	0	360	21,600	516	41.9	3.0	480	42.8
15	15	78.0	6.0	3.0	69.0	552	160	24	8	8	200	0	0	352	21,120	523	40.4	3.0	960	42.2
16	16	78.0	6.0	3.0	69.0	552	160	24	8	8	200	0	0	352	21,120	519	40.7	3.0	960	42.5
17	17	78.0	6.0	3.0	69.0	552	160	24	8	8	200	0	0	352	21,120	521	40.5	3.0	960	42.4
18	18	78.0	6.0	3.0	69.0	552	168	32	0	8	208	0	0	344	20,640	516	40.0	3.0	960	41.9
19	19	78.0	6.0	3.0	69.0	552	168	32	0	8	208	0	0	344	20,640	514	40.2	3.0	960	42.0
20	20	78.0	6.0	3.0	69.0	552	160	24	8	0	192	0	0	360	21,600	515	41.9	3.0	480	42.9
21	21	78.0	6.0	3.0	69.0	552	160	24	8	0	192	0	0	360	21,600	515	41.9	3.0	960	43.7
22	22	78.0	6.0	3.0	69.0	552	160	29	8	8	205	0	0	347	20,820	521	40.0	3.0	1,440	42.7
23	23	78.0	6.0	3.0	69.0	552	160	24	8	8	200	0	0	352	21,120	523	40.4	3.0	960	42.2
24	24	78.0	6.0	3.0	69.0	552	160	24	8	8	200	0	0	352	21,120	522	40.5	3.0	480	41.4
25	25	78.0	6.0	3.0	69.0	552	168	32	0	8	208	0	0	344	20,640	514	40.2	3.0	480	41.1
26	26	78.0	6.0	3.0	69.0	552	168	32	0	8	208	0	0	344	20,640	514	40.2	3.0	480	41.1
27	27	78.0	6.0	3.0	69.0	552	160	29	8	0	197	0	0	355	21,300	516	41.3	3.0	480	42.2
28	28	78.0	6.0	3.0	69.0	552	160	24	8	0	192	0	0	360	21,600	522	41.4	3.0	480	42.3
29	29	78.0	6.0	3.0	69.0	552	160	24	8	8	200	0	0	352	21,120	518	40.8	3.0	960	42.6
30	30	78.0	6.0	3.0	69.0	552	160	24	8	8	200	0	0	352	21,120	518	40.8	3.0	480	41.7
31	31	78.0	6.0	3.0	69.0	552	160	24	8	8	200	0	0	352	21,120	517	40.9	3.0	480	41.8
32	TOTALS					17,236	5,024	870	192	209	1	0	0	352	21,120	15,883	41.3	93.0	23,040	42.8
33	VA FORM 10-2969-3	78.5	6.0	3.0	69.5															

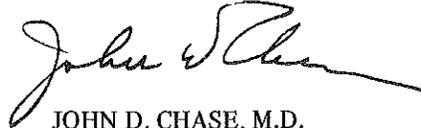
Figure 4.1. VA Form 10-2969-3, Worksheet--Dietetic Service Performance Standards

October 11, 1974

Part V, "Performance Standards," VA Department of Medicine and Surgery Manual M-1, "Operations," is changed as indicated below:

*NOTE: The purpose of this change is to insert a cross-reference to MP-6, part VI, supplement No. 1.2, which now includes instructions for compiling and reporting data.*

✓ Pages 4-i and 4-1 through 4-9: Remove these pages and substitute pages 4-i and 4-1 through 4-3 attached. (Ch. 4 revised.)



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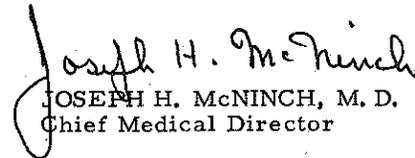
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December 18, 1963

Part V, "Performance Standards," VA Department of Medicine and Surgery Manual M-1, "Operations," is changed as indicated below.

NOTE: The purpose of this change is to incorporate the provisions of the former DM&S Circular 10-62-172, "Dietetic Service Performance Standards Data," and to include instructions for reporting performance standards data.

- ✓ Page iii, paragraph 1a: Add "10-63-218".
- ✓ Pages 4-i through 4-9: Insert these pages attached. (Ch. 4 added.)

  
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