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Press Ganey Patient Experience

Cohort 5

9-28-18

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Introduction

When given the ability to choose a hospital, the first factor that people look at are reviews. Patients find comfort in knowing that they will have excellent service and care. While many factors go into patient experience, food service is undeniably important to hospital guests. This is reflected in customer satisfaction scores that are collected through a survey. Customer satisfaction is the positive, neutral, or negative feelings about the value received from a product (Gregoire, 2016). At Florida Hospital, the way that this data is collected is through a patient experience survey administered by Press Ganey Associates. The survey provides patients with the opportunity to communicate how their experience was in the hospital. This survey strengthens the patient-provider relationship through real-time feedback. This gives the hospital deeper data that permits them to pinpoint improvement opportunities to drive patient loyalty (). With that, it is important for the hospital to ensure that the care patients are receiving is exceptional. This can be done in many different ways. Training can be done, managers can create protocols and scripts, and audits can be done to measure employee performance periodically.

For Florida Hospital patient services, an employee audit tool is used to monitor employee performance (Appendix A). This tool is used quarterly, to follow each nutritional services attendant. There are four columns in the audit sheet that represent each quarter. This gives management the ability to cross compare the employee performance in comparison to previous audits. For example, if employee X received a U (unsatisfactory) rating, management would be able to catch this and correct the server. The following audit the manager can reevaluate, and see if the employee corrected the

error. If the server receives the same score the second time around, this may be an appropriate time to coach the employee on their performance.

The reason that service from the food runners is so important is that hospital food has a notorious reputation for being poor. This can be due to patient appetite being altered, preconceived notions on hospital food, or the food arriving at the room at an improper temperature. Regardless of the reason, the biggest control that food service management has is the service that their employees provide to the patients. Building a positive relationship with a patient can cause them to have more positive opinions regarding the food. If a server has a terrible attitude and then delivers cold soup to a sick patient, this could have an even greater negative impact on the scores that the patient leaves the hospital.

There are negative consequences associated with hospitals receiving unsatisfactory Press Ganey scores, and it is in favor of all Florida Hospital employees to do their best to not contribute to poor reviews. Therefore, four interns at Florida Hospital followed twenty-eight servers on the Orlando campus to audit their performance about the audit tool provided by dietetic preceptor Tennille Yates.

The purpose of this exercise was to review the performance of servers for patient meal tray delivery and determine if there are any areas that employee performance is unsatisfactory. Results are to be examined to identify the possible areas of improvement to affect patient satisfaction and Press Ganey scores positively.

Methods

Dietetic interns Stephanie Blaszczyk, Dana Stango, Kaitlyn Saulter, and Brittany Moran spent two days following nutritional services servers and auditing their service to

patients. The way that this was organized is that each intern was assigned pod(s). Each pod has assigned servers and a time window that they do their runs and to which floor/rooms they are to deliver to. This information is located on a document (Appendix C) that the interns were able to divide and execute.

On the first day, the interns captured as many of the servers as they could. Any that were left over were captured the following morning. When the servers were located on each unit, the intern did not disclose that what they were doing was an audit. This was done to have a lesser influence on the behavior of the servers so that an accurate representation of their service was portrayed.

For each server, the interns completed an individual audit sheet. For areas that did not apply, NA (not applicable) was written, and “U” or “S” was written for satisfactory or unsatisfactory.

After all twenty-eight audits were completed, the interns compiled their finding and entered them into a chart (Figure 1.1). The chart was made identical to the audit form, but in the columns that were used for the ratings [1st Q, 2nd Q, etc.], “S” (satisfactory), “U” (unsatisfactory), and “NA” (not applicable) were written. The total number of each rating was documented for each row. From there, the percentage of satisfactory reviews was calculated. This was done by dividing total satisfactory scores by the total number of satisfactory and unsatisfactory scores for each row. All non-applicable scores were disregarded because it was neither a positive nor negative implication of the service.

After all satisfactory percentages were totaled, the interns reviewed the results to identify unacceptable performance. Unacceptable performance was defined as anything

<85%. The overall percent satisfactory was also calculated to examine the overall performance of the patient services servers.

After reviewing the data, suggestions for improvement were made about the current findings.

Results

The following chart contains the data that was collected based on the results of the twenty-eight surveys that were done for each server in the patient services area (Figure 1.1).

Instructions: Audit ratings are: S=Satisfactory, U=Unsatisfactory, NA=Not applicable. All standards must be performed 100% (S rating) to achieve competence. The observer initials the bottom with the employee for each quarterly assessment. The manager signs when all is complete. Note: if an employee fails to demonstrate competence, they will be referred for education or possible positive discipline.				
	S	U	NA	%S
1. Is appropriately attired in complete clean uniform, displaying good personal hygiene and grooming.	28	0	0	100%
2. Examines meal ticket for patient identifiers and the tray for proper meal items and condiments prior to entering room.	27	1	0	96.4%
3. Communicates delivery with Nursing Staff for: <ul style="list-style-type: none"> • Insulin • NPO status 	7	0	21	100%
4. Delivers meal trays to nursing staff for appropriate isolation precautions.	19	0	9	100%
5. Demonstrates compliance with hand hygiene when entering/exiting patient room for regular and isolation precaution rooms.	26	2	0	92.9%
6. Follows script: Knock, knock, "Nutritional Services, may I come in?"	27	1	0	96.4%
a. "Hi, my name is _____ and I'm happy to serve your (breakfast, lunch, or dinner)."	23	5	0	82.1%
b. "Can you please state your full name and date of birth?"	25	3	0	89.3%
c. "Thank you, Mr. or Mrs., _____."	25	3	0	89.3%
d. "Where would you like me to place your tray table?" (It's a good time to add the personal connection)	22	6	0	78.6%
e. "Your doctor has ordered a _____ diet for you."	8	6	14	57.1%
f. Lift the lid briefly and compliment at least one specific thing about their food.	9	18	1	33.3%

g. "If there are hot items add: "Be careful the plate (or coffee, tea) may be very hot."	6	12	10	33.3%
h. Offers to remove dome and open containers, if appropriate.	15	1	12	93.8%
i. "Is there anything else I can get for you?"	25	3	0	89.3%
j. "We will be back later to get your tray and take your order for the next meal" (If appropriate)	10	6	12	62.5%
k. "Would you like me to close your door?"	2	18	8	10%
l. "I hope you enjoy your meal."	26	2	0	92.9%
7. Follows protocol for sleeping patients.	25	2	1	92.6%
8. Resolve situations encountered in a confident, friendly manner.	18	0	10	100%
9. Demonstrates appropriate response to questions about menu items and diet.	24	1	3	96%
10. Makes a personal connection or refers to a personal connection.	28	0	0	100%
Other: no personal electronic devices, demonstrate a sense of urgency and steady pace, use appropriate greetings and conversation with staff and visitors	28	0	0	100%
Overall % Satisfactory				81.9%

Figure 1.1

This chart contains the data of the percent satisfactory in relation to each category, as well as the overall percent satisfactory. These results were used in order to evaluate the performance of employees in each category.

Discusison

Overall, percent satisfactory was determined to be unacceptable (unacceptable defined as >85%). What is interesting about this is that all scores that did not meet the acceptable criteria for satisfaction were all located within the scripting subsection of the audit. Based on all other categories, excluding number 6 a. through 6 b., the overall percent satisfactory equaled 97.8%.

Numbers 6 a. through 6 b. scored 68.2% overall satisfactory. This being said, it is evident that more training is required for appropriate scripting, or items should be removed from the script that are inappropriate or unnecessary.

The scripting questions that were not adhered to by employees were:

1. Hi, my name is _____ and I'm happy to serve your (breakfast, lunch, or dinner)."
2. "Where would you like me to place your tray table?" (It's a good time to add the personal connection)
3. "Your doctor has ordered a _____ diet for you."
4. Lift the lid briefly and compliment at least one specific thing about their food.
5. "If there are hot items add: "Be careful the plate (or coffee, tea) may be very hot."
6. "We will be back later to get your tray and take your order for the next meal" (If appropriate)
7. Would you like me to close your door?"

Management should address Numbers 1, 2, 5, 6, and 7 in order to retrain employees. These questions are important to deliver excellent service to patients.

The introduction is important, because even though the server may remember the patient and see them every day, it should not be expected that the patient remembers their name. If the patient needs to ask a question and feels uncomfortable doing so because they forgot the server's name, this could lead to bad service.

Asking the patient where they want their tray is also vital for good service because if the patient is nauseous and does not want the food by them, or they are too

sick to move and their tray is far away, the patient may go hungry or feel poorly. The server needs to be asking this question every time.

Patients also need to be informed that food may be hot. While the meal may not be scolding, the plates are put into warmers that are extremely hot, so any patient that receives a plate should be warned about that risk.

Informing the patient that the server will be back to take their order is also important because it relieves any anxiety a patient may have about not knowing when they will have the opportunity to order their food, or panic that they have missed ordering. By giving this information, it goes the extra mile to ensure that the patient is comfortable.

Lastly, asking the patient if they would like the door closed is important because it is possible that even if the patient had the door opened, they may want it closed while they eat. It is another step that adds a layer to patient satisfaction, giving them the opportunity to decide if they would like to eat their food in privacy or not.

Question 3 and 4, on the other hand, should be potentially removed from the script. These statements are unnecessary.

Telling the patient that the doctor has ordered a [blank] diet for them after the food is already made could cause an issue. This information should be discussed when taking the patients *order*, or with the patient by the nurse. When the meal is delivered, it is already too late to change what food items the patient is receiving, and because of that, making this statement could just cause that patient to become upset or dissatisfied. This should only be discussed at the time of meal *delivery* if the patient asks.

Lifting the lid and complementing one item on the plate is also inappropriate because patients may feel uncomfortable about the server, who is entering many rooms on the floor, touching their meal. It would be appropriate to change the script of this statement to a question of “Would you like me to show you your meal today?” or reading the meal ticket to tell the patient what their meal is, and allowing them the ability to lift the lid themselves while you are still in the room.

Conclusion

Overall, the patient service area tray attendants did a phenomenal job serving their patients. After discussing with the other interns, it was evident that all of the servers exhibited professionalism and excellent service.

Limitations in this audit were the experience of the interns in relation to exposure to a model service situation. Additionally, two of the regular servers were not present the days of the audits because they were ill, so two employees were doing double the work that day. That being said, in order for all of the patients to get their trays in a timely manner and arrive at an appropriate temperature, these employees may have had a limited ability to demonstrate an accurate representation of their typical service.

It is recommended that management take time to work with employees in regards to their scripting. Setting a time for the servers to meet with management and giving a demonstration of the appropriate way to serve guests would be a simple way to accomplish this. By doing this, the proper information will be given to servers, and if they are still making the same mistakes come next quarter’s audit, it would be an appropriate time to coach the individual one on one.

This activity successfully investigated patient services area meal tray attendant's service to patients. Courtesy and professionalism directly affects the scores that patients give when they are completing their Press Ganey surveys. The ways to exhibit these behaviors are listed in the audit form, where management can audit the servers to ensure that they are adhering to these standards. This audit has uncovered areas for improvement, and by doing so, patient survey score have the potential to increase.

There is no conclusive evidence to support that this round of audits has had an impact on scores, but future research is warranted in following up with management after they have addressed any shortcomings and corrected the behaviors of employees to see if there was a significant increase in patient satisfaction scores.

References

Gregorie, M. B. (2016). Foodservice Organizations: A Managerial and Systems

Approach (9th ed.). Boston, MA: Pearsons.

Patient Experience. (n.d.). Retrieved from <http://www.pressganey.com/solutions/patient-experience>

Appendices

Appendix A Audit Form

Appendix BResults

Appendix C.....PSA Schedule

Appendix A

Nutritional Service Attendant Observation Audit- Meal Tray Delivery

Employee Name	Manager Signature and Date (when complete)			
Instructions: Audit ratings are: S=Satisfactory, U=Unsatisfactory, NA=Not applicable. All standards must be performed 100% (S rating) to achieve competence. The observer initials the bottom with the employee for each quarterly assessment. The manager signs when all is complete. Note: if an employee fails to demonstrate competence, they will be referred for education or possible positive discipline.				
	1 st Q Date	2 nd Q Date	3 rd Q Date	4 th Q Date
1. Is appropriately attired in complete clean uniform, displaying good personal hygiene and grooming.				
2. Examines meal ticket for patient identifiers and the tray for proper meal items and condiments prior to entering room.				
3. Communicates delivery with Nursing Staff for: <ul style="list-style-type: none"> • Insulin • NPO status 				
4. Delivers meal trays to nursing staff for appropriate isolation precautions.				
5. Demonstrates compliance with hand hygiene when entering/ exiting patient room for regular and isolation precaution rooms.				
6. Follows script: Knock, knock, "Nutritional Services, may I come in?"				
a. "Hi, my name is _____ and I'm happy to serve your _____ (breakfast, lunch, or dinner)."				
b. "Can you please state your full name and date of birth?"				
c. "Thank you, Mr. or Mrs., _____."				
d. "Where would you like me to place your tray table?" (It's a good time to add the personal connection)				
e. "Your doctor has ordered a _____ diet for you."				
f. "Lift the lid briefly and compliment at least one specific thing about their food."				
g. "If there are hot items add: "Be careful the plate (or coffee, tea) may be very hot."				
h. Offers to remove dome and open containers, if appropriate.				
i. "Is there anything else I can get for you?"				
ii. "We will be back later to get your tray and take your order for the next meal" (If appropriate)				
k. "Would you like me to close your door?"				
l. "I hope you enjoy your meal."				
7. Follows protocol for sleeping patients.				
8. Resolve situations encountered in a confident, friendly manner.				
9. Demonstrates appropriate response to questions about menu items and diet.				
10. Makes a personal connection or refers to a personal connection.				
Other: no personal electronic devices, demonstrate a sense of urgency and steady pace, use appropriate greetings and conversation with staff and visitors				
Total Score: S=1 point U= 0				
Employee Initials				
Observer's Initials				

H:\Nutr\NUTR_SHARED\EDUCATION\NSA Training Manuals and Materials\NSA Observation Audit- Quarterly.doc

C:\Users\tyy2d0\AppData\Local\Microsoft\Windows\NetCache\Content\Outlook\9Q5SAONT\NSA Observation Audit= Quarterly.doc

Appendix B

Nutritional Service Attendant Observation Audit- Meal Tray Delivery

Instructions: Audit ratings are: S=Satisfactory, U=Unsatisfactory, NA=Not applicable. All standards must be performed 100% (S rating) to achieve competence. The observer initials the bottom with the employee for each quarterly assessment. The manager signs when all is complete. Note: if an employee fails to demonstrate competence, they will be referred for education or possible positive discipline.				
	S	U	NA	%S
1. Is appropriately attired in complete clean uniform, displaying good personal hygiene and grooming.	28	0	0	100%
2. Examines meal ticket for patient identifiers and the tray for proper meal items and condiments prior to entering room.	27	1	0	96.4%
3. Communicates delivery with Nursing Staff for: <ul style="list-style-type: none"> • Insulin • NPO status 	7	0	21	100%
4. Delivers meal trays to nursing staff for appropriate isolation precautions.	19	0	9	100%
5. Demonstrates compliance with hand hygiene when entering/ exiting patient room for regular and isolation precaution rooms.	26	2	0	92.9%
6. Follows script: Knock, knock, "Nutritional Services, may I come in?"	27	1	0	96.4%
a. "Hi, my name is _____ and I'm happy to serve your (breakfast, lunch, or dinner)."	23	5	0	82.1%
b. "Can you please state your full name and date of birth?"	25	3	0	89.3%
c. "Thank you, Mr. or Mrs., _____."	25	3	0	89.3%
d. "Where would you like me to place your tray table?" (It's a good time to add the personal connection)	22	6	0	78.6%
e. "Your doctor has ordered a _____ diet for you."	8	6	14	57.1%
f. "Lift the lid briefly and compliment at least one specific thing about their food."	9	18	1	33.3%
g. "If there are hot items add: "Be careful the plate (or coffee, tea) may be very hot."	6	12	10	33.3%
h. Offers to remove dome and open containers, if appropriate.	15	1	12	93.8%
i. "Is there anything else I can get for you?"	25	3	0	89.3%
j. "We will be back later to get your tray and take your order for the next meal" (If appropriate)	10	6	12	62.5%
k. "Would you like me to close your door?"	2	18	8	10%
l. "I hope you enjoy your meal."	26	2	0	92.9%
7. Follows protocol for sleeping patients.	25	2	1	92.6%
8. Resolve situations encountered in a confident, friendly manner.	18	0	10	100%
9. Demonstrates appropriate response to questions about menu items and diet.	24	1	3	96%
10. Makes a personal connection or refers to a personal connection.	28	0	0	100%
Other: no personal electronic devices, demonstrate a sense of urgency and steady pace, use appropriate greetings and conversation with staff and visitors	28	0	0	100%

Appendix C

Nutritional Services PSA Bedside Menu Entry

DRAGON		
Position #	Room	Specialist
1st Lt. Wright	9031 8213	600-5457
2nd Lt. Wright	9031 8213	
3rd Lt. Wright	9031 8213	110-0814
4th Lt. Wright	9031 8213	
5th Lt. Wright	9031 8213	
6th Lt. Wright	9031 8213	
7th Lt. Wright	9031 8213	
8th Lt. Wright	9031 8213	
9th Lt. Wright	9031 8213	
10th Lt. Wright	9031 8213	
11th Lt. Wright	9031 8213	
12th Lt. Wright	9031 8213	
13th Lt. Wright	9031 8213	
14th Lt. Wright	9031 8213	
15th Lt. Wright	9031 8213	
16th Lt. Wright	9031 8213	
17th Lt. Wright	9031 8213	
18th Lt. Wright	9031 8213	
19th Lt. Wright	9031 8213	
20th Lt. Wright	9031 8213	
21st Lt. Wright	9031 8213	
22nd Lt. Wright	9031 8213	
23rd Lt. Wright	9031 8213	
24th Lt. Wright	9031 8213	
25th Lt. Wright	9031 8213	
26th Lt. Wright	9031 8213	
27th Lt. Wright	9031 8213	
28th Lt. Wright	9031 8213	
29th Lt. Wright	9031 8213	
30th Lt. Wright	9031 8213	
31st Lt. Wright	9031 8213	
32nd Lt. Wright	9031 8213	
33rd Lt. Wright	9031 8213	
34th Lt. Wright	9031 8213	
35th Lt. Wright	9031 8213	
36th Lt. Wright	9031 8213	
37th Lt. Wright	9031 8213	
38th Lt. Wright	9031 8213	
39th Lt. Wright	9031 8213	
40th Lt. Wright	9031 8213	
41st Lt. Wright	9031 8213	
42nd Lt. Wright	9031 8213	
43rd Lt. Wright	9031 8213	
44th Lt. Wright	9031 8213	
45th Lt. Wright	9031 8213	
46th Lt. Wright	9031 8213	
47th Lt. Wright	9031 8213	
48th Lt. Wright	9031 8213	
49th Lt. Wright	9031 8213	
50th Lt. Wright	9031 8213	
51st Lt. Wright	9031 8213	
52nd Lt. Wright	9031 8213	
53rd Lt. Wright	9031 8213	
54th Lt. Wright	9031 8213	
55th Lt. Wright	9031 8213	
56th Lt. Wright	9031 8213	
57th Lt. Wright	9031 8213	
58th Lt. Wright	9031 8213	
59th Lt. Wright	9031 8213	
60th Lt. Wright	9031 8213	
61st Lt. Wright	9031 8213	
62nd Lt. Wright	9031 8213	
63rd Lt. Wright	9031 8213	
64th Lt. Wright	9031 8213	
65th Lt. Wright	9031 8213	
66th Lt. Wright	9031 8213	
67th Lt. Wright	9031 8213	
68th Lt. Wright	9031 8213	
69th Lt. Wright	9031 8213	
70th Lt. Wright	9031 8213	
71st Lt. Wright	9031 8213	
72nd Lt. Wright	9031 8213	
73rd Lt. Wright	9031 8213	
74th Lt. Wright	9031 8213	
75th Lt. Wright	9031 8213	
76th Lt. Wright	9031 8213	
77th Lt. Wright	9031 8213	
78th Lt. Wright	9031 8213	
79th Lt. Wright	9031 8213	
80th Lt. Wright	9031 8213	
81st Lt. Wright	9031 8213	
82nd Lt. Wright	9031 8213	
83rd Lt. Wright	9031 8213	
84th Lt. Wright	9031 8213	
85th Lt. Wright	9031 8213	
86th Lt. Wright	9031 8213	
87th Lt. Wright	9031 8213	
88th Lt. Wright	9031 8213	
89th Lt. Wright	9031 8213	
90th Lt. Wright	9031 8213	
91st Lt. Wright	9031 8213	
92nd Lt. Wright	9031 8213	
93rd Lt. Wright	9031 8213	
94th Lt. Wright	9031 8213	
95th Lt. Wright	9031 8213	
96th Lt. Wright	9031 8213	
97th Lt. Wright	9031 8213	
98th Lt. Wright	9031 8213	
99th Lt. Wright	9031 8213	
100th Lt. Wright	9031 8213	

WARRIOR			Spectrlink
Position #	Isomers		
25 JOSEFINA	X225-X231/	609-1186	
26 KATLEY	1409-24-3 1433-3188	230-2362	
	X214-X221/		
	1439-3469		
G1B & G113			
27 YADWIGNE	2-20	606-3190	
28 BRANCO	21-40	330-3237	
G13A & 3W			
29 VANESSA	14831-3867/		
30	14831-3869		
31 FLORENCE	14821-3869/	310-5186	
	14830-3305		

PHOENIX WTBS & GT10		
Position #	Room	Spectralink
83	8301 KIRKMAN	310-8519
	10000-39223	
	6919-69567	310-10599
	10021-10040	
Pediatric Units		
	65 & 67AR, POCV	310-8672
	75 & 55, 56PL, 57WTW	310-8656
67R & 67CV, 67CV, 67A, 67B, 67C, 67D, 67E, 67F, 67G, 67H, 67I, 67J, 67K, 67L, 67M, 67N, 67O, 67P, 67Q, 67R, 67S, 67T, 67U, 67V, 67W, 67X, 67Y, 67Z		
	6801-68057	310-1192
	2700-2724 & 67CV ALL	
	6801-68409	310-2254
	3710-2708 & 67V ALL	
PHOENIX WING		
Position #	Units	Spectralink
81	810	310-11160
	Lobby Times	

CRUSADER			WT12 & WT11	
Position #	Rooms	Spectralink		
67 ASTORIA	3-8	110-8612		
68 SHERB	19-36	110-1105		
WT12 & WT11				
69 NAZAREH	3600'S, 3600'W, 3600'W & 3600'S	609-1151		
70 DORCA	3602-3608, 3201-3215, 3251-3253, 3253/3301-3315	609-1151		
	3613-3618, 3254-3256, 3246	110-2167		
	3627/3313-3319			
2N, 77W & 4S				
71 DEBRA W	2N ALL ROOMS / 4S, 4301-4318	110-8609		
72 ASHLEY	77W ALL ROOMS / 4S, 4313-4318	609-5039		
CRUSADER WING				
630P & 6712				
75 JANE	630P	609-5340		
	6712, 12615, 12640			
WT12 & WT7				
76 GAVENDOLYN	WT12, 20510, 20536	110-8612		
	WT7, 7515, 7518			
2N, 38 & 77W				
78	2040-2043 & 2043-2048, 2048-2049, 2022-2045	110-1144		

	Group # 3: STW, SOTW, WTS, WFL, TWL, GACP, NO-HVSL					
Meal:	Breakfast		Lunch		Dinner	
Ticket Print Time:	6:30am		10:15am		2:30pm	
Voter Assembly:	6:30am		10:30am		3:00pm	

Meal	Breakfast	Lunch	Dinner
Group # 2: STE, GTR, SA, TS, HE, JORDAN, FORTW, MFTW, WTLT	4.00	20.00	4.15

Group # 1: 6/17, 6/24, 6/25, 6/26, 6/27, 6/28				
Meal	Breakfast	Lunch	Dinner	
Ticket Price/Tax	\$5.00	\$5.00	\$15.00	
Trip Assembly	7:00am	11:00am	1:00pm	

[illegible]

Group # 4: Fries, WIMA, IWA, GT10, WT11, GT11, HD (Breakfast & lunch)			
Meal	Breakfast	Lunch	Dinner
Ticket Print Time	7:30am	11:10am	4:30pm
Tray Assembly	8:30am	11:30am	5:30pm

Group # 6, 14, 6714, 6719, 6720, 6721, 6722, 6723, 6724, 6725, 6726, 6727, 6728, 6729, 6730, 6731, 6732, 6733, 6734, 6735, 6736, 6737, 6738, 6739, 6740, 6741, 6742, 6743, 6744, 6745, 6746, 6747, 6748, 6749, 6750, 6751, 6752, 6753, 6754, 6755, 6756, 6757, 6758, 6759, 6760, 6761, 6762, 6763, 6764, 6765, 6766, 6767, 6768, 6769, 6770, 6771, 6772, 6773, 6774, 6775, 6776, 6777, 6778, 6779, 6780, 6781, 6782, 6783, 6784, 6785, 6786, 6787, 6788, 6789, 6790, 6791, 6792, 6793, 6794, 6795, 6796, 6797, 6798, 6799, 6800, 6801, 6802, 6803, 6804, 6805, 6806, 6807, 6808, 6809, 6810, 6811, 6812, 6813, 6814, 6815, 6816, 6817, 6818, 6819, 6820, 6821, 6822, 6823, 6824, 6825, 6826, 6827, 6828, 6829, 6830, 6831, 6832, 6833, 6834, 6835, 6836, 6837, 6838, 6839, 6840, 6841, 6842, 6843, 6844, 6845, 6846, 6847, 6848, 6849, 6850, 6851, 6852, 6853, 6854, 6855, 6856, 6857, 6858, 6859, 6860, 6861, 6862, 6863, 6864, 6865, 6866, 6867, 6868, 6869, 6870, 6871, 6872, 6873, 6874, 6875, 6876, 6877, 6878, 6879, 6880, 6881, 6882, 6883, 6884, 6885, 6886, 6887, 6888, 6889, 6890, 6891, 6892, 6893, 6894, 6895, 6896, 6897, 6898, 6899, 6900, 6901, 6902, 6903, 6904, 6905, 6906, 6907, 6908, 6909, 6910, 6911, 6912, 6913, 6914, 6915, 6916, 6917, 6918, 6919, 6920, 6921, 6922, 6923, 6924, 6925, 6926, 6927, 6928, 6929, 6930, 6931, 6932, 6933, 6934, 6935, 6936, 6937, 6938, 6939, 6940, 6941, 6942, 6943, 6944, 6945, 6946, 6947, 6948, 6949, 6950, 6951, 6952, 6953, 6954, 6955, 6956, 6957, 6958, 6959, 6960, 6961, 6962, 6963, 6964, 6965, 6966, 6967, 6968, 6969, 6970, 6971, 6972, 6973, 6974, 6975, 6976, 6977, 6978, 6979, 6980, 6981, 6982, 6983, 6984, 6985, 6986, 6987, 6988, 6989, 6990, 6991, 6992, 6993, 6994, 6995, 6996, 6997, 6998, 6999, 7000, 7001, 7002, 7003, 7004, 7005, 7006, 7007, 7008, 7009, 7010, 7011, 7012, 7013, 7014, 7015, 7016, 7017, 7018, 7019, 7020, 7021, 7022, 7023, 7024, 7025, 7026, 7027, 7028, 7029, 7030, 7031, 7032, 7033, 7034, 7035, 7036, 7037, 7038, 7039, 7040, 7041, 7042, 7043, 7044, 7045, 7046, 7047, 7048, 7049, 7050, 7051, 7052, 7053, 7054, 7055, 7056, 7057, 7058, 7059, 7060, 7061, 7062, 7063, 7064, 7065, 7066, 7067, 7068, 7069, 7070, 7071, 7072, 7073, 7074, 7075, 7076, 7077, 7078, 7079, 7080, 7081, 7082, 7083, 7084, 7085, 7086, 7087, 7088, 7089, 7090, 7091, 7092, 7093, 7094, 7095, 7096, 7097, 7098, 7099, 7100, 7101, 7102, 7103, 7104, 7105, 7106, 7107, 7108, 7109, 7110, 7111, 7112, 7113, 7114, 7115, 7116, 7117, 7118, 7119, 7120, 7121, 7122, 7123, 7124, 7125, 7126, 7127, 7128, 7129, 7130, 7131, 7132, 7133, 7134, 7135, 7136, 7137, 7138, 7139, 7140, 7141, 7142, 7143, 7144, 7145, 7146, 7147, 7148, 7149, 7150, 7151, 7152, 7153, 7154, 7155, 7156, 7157, 7158, 7159, 7160, 7161, 7162, 7163, 7164, 7165, 7166, 7167, 7168, 7169, 7170, 7171, 7172, 7173, 7174, 7175, 7176, 7177, 7178, 7179, 7180, 7181, 7182, 7183, 7184, 7185, 7186, 7187, 7188, 7189, 7190, 7191, 7192, 7193, 7194, 7195, 7196, 7197, 7198, 7199, 7200, 7201, 7202, 7203, 7204, 7205, 7206, 7207, 7208, 7209, 7210, 7211, 7212, 7213, 7214, 7215, 7216, 7217, 7218, 7219, 7220, 7221, 7222, 7223, 7224, 7225, 7226, 7227, 7228, 7229, 7230, 7231, 7232, 7233, 7234, 7235, 7236, 7237, 7238, 7239, 7240, 7241, 7242, 7243, 7244, 7245, 7246, 7247, 7248, 7249, 7250, 7251, 7252, 7253, 7254, 7255, 7256, 7257, 7258, 7259, 7260, 7261, 7262, 7263, 7264, 7265, 7266, 7267, 7268, 7269, 7270, 7271, 7272, 7273, 7274, 7275, 7276, 7277, 7278, 7279, 7280, 7281, 7282, 7283, 7284, 7285, 7286, 7287, 7288, 7289, 7290, 7291, 7292, 7293, 7294, 7295, 7296, 7297, 7298, 7299, 7300, 7301, 7302, 7303, 7304, 7305, 7306, 7307, 7308, 7309, 7310, 7311, 7312, 7313, 7314, 7315, 7316, 7317, 7318, 7319, 7320, 7321, 7322, 7323, 7324, 7325, 7326, 7327, 7328, 7329, 7330, 7331, 7332, 7333, 7334, 7335, 7336, 7337, 7338, 7339, 7340, 7341, 7342, 7343, 7344, 7345, 7346, 7347, 7348, 7349, 7350, 7351, 7352, 7353, 7354, 7355, 7356, 7357, 7358, 7359, 7360, 7361, 7362, 7363, 7364, 7365, 7366, 7367, 7368, 7369, 7370, 7371, 7372, 7373, 7374, 7375, 7376, 7377, 7378, 7379, 7380, 7381, 7382, 7383, 7384, 7385, 7386, 7387, 7388, 7389, 7390, 7391, 7392, 7393, 7394, 7395, 7			
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Group # 4: GTS, JWC, QICV, QICV, 25, 45, 7TWR			
Meal:	Breakfast		
	7:55am		Lunch
	8:00am		11:50am
Trip Assembly			12:10pm
			Dinner
			5:35pm
			6:45pm

Schedule Type:	Position #s
0-2:30am 6:45am	48, 50, 55, 56, 61, 62, 67, 68, 71, 75
6:45am-7:00am	51, 52, 53, 58, 63, 64, 69, 70, 74, 76
7:00am-7:25am	53, 54, 59, 60, 65, 66, 71, 72, 77, 78
7:25am-8:00am	79, 80
AM Clockwise Travel	Position #s
0-2:30am 6:45am	48, 50, 55, 56, 61, 62, 67, 68, 71, 75
6:45am-7:00am	51, 52, 53, 58, 63, 64, 69, 70, 74, 76
7:00am-7:25am	53, 54, 59, 60, 65, 66, 71, 72, 77, 78
7:25am-8:00am	79, 80
PM Clockwise Travel	Position #s
12-15pm 6:45pm	48, 50, 55, 56, 61, 62, 67, 68, 71, 75
12-15pm 7:00pm	51, 52, 53, 58, 63, 64, 69, 70, 74, 76
12-15pm 7:25pm	53, 54, 59, 60, 65, 66, 71, 72, 77, 78
1-3pm 8:00pm	79, 80

Fig. 7. 30-min-7:50-min AM, 7:00-min-7:50-min PM, 1-3pm-8:00-min