

WHEN MEALS MAKE THE DAILY LIVES OF PATIENTS EASIER



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Savings generated by serving smaller but equally nutritious portions are reinvested in the quality of food products, in meal preparation and presentation.

Introduction

The hospital environment combines excellence of care, rigorous hygiene and diversity in terms of the length of patient stays and variety of pathologies. In this environment, there has been a global raising of awareness to the role catering has to play in patient recovery and the fact that meal and snack times are sources of well-being for patients and their visitors.

This is something which Gustave Roussy, Elior and Alexandre Bourdasholds very dear. As such, they joined forces to create a customized catering solution for cancer patients that puts pleasure at the heart of the eating experience. Gustave Roussy, premier European Cancer Center, called on Elior, leader in contract catering in France, to lend its catering expertise and meet the needs and expectations of the hospital's patients. It became apparent that SaQuaNa** chef, Alexandre Bourdas was the obvious choice to join the team. Renowned for his simple and tasty cuisine, the Chef has created a collection of recipes specially designed to help patients rediscover the pleasure of eating.

The encounter of these players coming from three different worlds enabled the creation of a tasty catering offering adapted to meet the needs of cancer patients. Menus designed to take account of the side effects of treatments such as chemotherapy are proposed to all adult patients.



I - Gustave Roussy transforming hospital meals

1 / A STRONG CONCEPT: PLACING THE PATIENT AT THE CENTER OF HOSPITAL CARE

In addition to being the driving force behind European scientific and technological innovation and facilitating access to high-precision treatment and latest-generation care, Gustave Roussy also incarnates another vision of the hospital by offering a new model of focused on human beings and services for the direct benefit of the patients.

In February 2016, the Institute launched its patient-centered program entitled « Infinitely you». The aim of the program is to revise the patient-hospital relationship and the role of services in a health-care and research establishment. Because progress also applies to service, «"Infinitely you» places patients' needs at the heart of hospital care to ensure they receive constant care and compassion.

The program is based on the key moments of the patient's pathway, from receiving care to taking care. It provides an overview of the patient, not only as someone requiring medical treatment, but also as a person in need of understanding, compassion, greater autonomy and a more humane and personalized relationship.

The patient's room and meals have become key elements in this mindful care approach, notably with respect to "providing services".

2 / A DECLARED OBJECTIVE: TO TRANSFORM THE PATIENTS' RELATIONSHIP WITH FOOD

In 2014, Gustave Roussy conducted a food-waste audit in the hospital sector. The results were conclusive. Findings show that 75% of food waste is generated by all sorts of meals served for the most part at lunch-time and in the evening.

The main causes of uneaten meals are lack of appetite, pain and fatigue. Eating badly in hospital is not, however, a foregone conclusion. One of the objectives of Gustave Roussy's 2015-2020 project is to significantly improve the quality of patient meals. The aim of the new catering offering is in line with the mission of the «Infinitely you» program to «eat better and eat more visually appetizing meals».

Based on the findings of the audit, the first priority was to reduce patient meal portions while providing an enhanced and measured energy intake by using certified produce adapted to patients' needs.

«Eating more visually appetizing dishes» requires a change in food presentation: dishes prepared on site are served on a new range of crockery to make tray presentation more appealing.

Savings generated by serving smaller portions are reinvested in the quality of food products, in ensuring that recipes are followed correctly, and in meal preparation and presentation.

3 / AN ORIGINAL IDEA: CALL ON A TOP CHEF TO HELP EASE THE DAILY LIVES OF PATIENTS

Quality hospital meals comfort patients and promote appropriate eating habits. With this in mind, Gustave Roussy decided to find a partner able to forge close long-term ties with a top chef to develop seasonal menus (summer/winter), select food produce, design recipes and train teams on site. Gustave Roussy chose Elior, the leader in contract catering in France and a committed player in the hospital catering sector.

This offering has been implemented in:

- / The conventional hospital sector (twice a week)
- / Outpatient surgery (winter/summer menus served at lunchtime)
- / Outpatient medicine (winter/summer menus served at lunchtime)

The originality of the partnership also lies in the scalable profile of the catering offering with additional menus signed by the chef for the coming years.



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II - Elior's commitment: to restore patients' appetites

1 / THE ROLE FOOD PLAY IN PATIENT TREATMENT, ENHANCING THEIR DAILY LIVES

A healthy diet plays an important role in patient recovery and well-being. Convinced that mealtimes play a key role in the hospital stay of patients, Elior is developing its catering solutions accordingly. While hospitalization imposes considerable restraints on patients, causing them to lose their bearings, mealtimes should be a moment of pleasure that they look forward to. Elior's aim is to maximize pleasure by respecting a nutritional diet policy of quality, since a healthy and balanced diet is often the first step towards helping patients feel better and eventual recovery. The main challenge regarding patients undergoing treatment for cancer is to restore their desire to eat and revive their appetite.

As the catering partner of Gustave Roussy since 2011, Elior has developed a comprehensive catering solution for the patients. The launch of the hospital's new catering offering at the beginning of 2017 in conjunction with Alexandre Bourdas is the occasion for Elior to revisit the type of meals served to adult cancer patients and meets the Gustave Roussy's demands for a service of quality.

Thanks to its partnership with Gustave Roussy and its 25-year expertise in the catering business, Elior plays a key role in patient mealtimes. Elior aims to offer quality meals that take account of treatment side effects and eating problems of patients, and to provide them with tasty break. To achieve this, Elior must adapt its offer to suit the patients' state of health and propose a varied menu for all tastes that provides the energy input required for their recovery.

2 / ELIOR, A PLAYER WITH A DAILY COMMITMENT TO CATER FOR PATIENTS IN HOSPITAL AND AT HOME

Improving cancer-patient care is one of Elior's key priorities. As a caterer of choice, Elior serves meals and snacks to more than 154,000 patients and guests every day in the French healthcare segment. Elior's responsibility is to contribute to the recovery of patients by adapting its catering solutions to suit their specific tastes and pathologies. Most patients undergoing chemotherapy experience problems related to taste and smell. During the first weeks of treatment, they may lose their appetite which can weaken their nutritional state and dampen their spirit.

This is why Elior, together with the health insurance group, APICIL, as well as the CNRS, the Paul Bocuse Institute and the University of Lyon 1, is committed to carrying out an innovative research program designed to make snack breaks and meal times pleasurable and relaxing moments for patients. A three-year study will shed more light on the impact of chemotherapy treatment on sensory perception in relation to eating habits. The aim is to draft a set of culinary recommendations for patients, their visitors and catering professionals, that is designed to restore appetite and give patients the desire to eat both in hospital and when they return home.

This means that Elior must make a constant effort to adapt its offer to treatment side effects and improve its hospital catering offering in order to play a role in patient recovery. To offer tasty meals adapted to patients' needs, Elior and a team of cooks, dietitian-nutritionists, doctors and experts, have developed a balanced, gourmet meal offering.

At Gustave Roussy the global catering offering is redesigned for cancer patients so that it can better meet patient expectations and needs. To ensure that all patient desires are satisfied, Elior has integrated a more comprehensive hotel-service dimension into its expanded catering solution. Meals are prepared on site using certified and/or bio produce to provide a better quality of service. This more up-market catering model is perfectly illustrated by the partnership with Alexandre Bourdas. The underlying goal to renew the catering offering, provide greater flexibility and put pleasure at the heart of the eating experience is to enhance patient well-being.

While cooking, meal preparation involves simple procedures so as to avoid unnecessary movement and to get the best value out of the raw ingredients. Elior's dietitian-nutritionists are attentive to patient needs when filling meal orders, ensure that patients are given a choice of menu and get to eat what they are in the mood for. Offering patients the possibility to choose the meals that suit their appetite and state of health is a key factor in the fight against undernourishment.

The development of this offering is enhancing the cooking profession by focusing on food products and meal quality. The care taken by Elior's chefs and their teams to adapt meals has brought the catering team closer to patients.

In addition, Elior helps prepare patients for their return home. Elior is planning to set up cooking workshops in hospitals. Based on the most common side effects and their repercussions during mealtimes, these practical workshops will be proposed to patients to teach them the culinary techniques they need to prepare simple meals and eat when they want. Regaining one's appetite is also a way to get one's social life back.

III - Alexandre Bourdass: the story of an encounter

1 / ALEXANDRE BOURDASS: A CHEF COMMITTED TO CATERING FOR PATIENTS

Well-being has always been an essential ingredient in Alexandre Bourdass' cuisine, notably in his two restaurants; the SaQuaNa in Honfleur, France (with a 2-star rating in the Michelin guide), and the Pascade in Paris (an inn canteen offering healthy meals for people on the move). For the Chef, taste, quality of ingredients, and a creative blend of saviors are three facets of the same goal: to enjoy a moment spent sharing a meal together.

This is probably due to his origins (coming from the Aveyron region in France), his training experiences with chefs impassioned by nature, and his discovery of Japanese humility. Taken together, these influences have led him to work with farm produce and seafood in a respectful and simple manner.

Alexandre Bourdass is now clearly committed to Elixir and Gustave Roussy. For many months, he listened, discussed, tried, tested and proposed recipes that take account of the difficulties cancer patients have in eating and enjoying food. Cancer treatment alters the senses, and stress and anxiety cut the appetite. The Chef' cuisine offers a variety of tastes and colors, a mixture of saviors and is presented in such a way that makes your mouth water.



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2 / A MEANINGFUL PARTNERSHIP

Alexandre Bourdas teamed up with Elior, caterer of choice in the health sector, so that he could work for a cause he is committed to. Although he can develop his own recipes for guests in his restaurants, he has always wanted to offer his culinary creations to as many people as possible, especially those in greatest need and for whom it makes a real difference: patients. Everybody could endure a painful episode at sometime in their lives that takes them, one way or another into the hospital environment. The offering Alexandre Bourdas designed for Gustave Roussy's patients is an issue for all of us.

For Alexandre Bourdas, cooking, or "la cuisine", is a universal language that involves a sprinkling of technique, garnished with fresh, well-grown ingredients, a creative association of ideas, and time (as nothing can be achieved correctly if rushed); a language of love that everyone can understand. Sharing a culinary adventure, no matter how modest, means sharing tastes, and cooking together. Everyone participated in the Gustave Roussy project including medical staff, patients and Elior's on-site nutritional specialists. In this way, everyone will become more concerned by the nutritional challenges in the hospital environment.

Alexandre Bourdas is also passionate about the experiences that led him to embark on this extraordinary culinary adventure a year ago, up to his first patient meals. His abundance of ideas, ever-increasing enthusiasm and enriching encounters give meaning to his commitment to create a "Cuisine Pour Tous" (community cuisine for everybody).



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3 / DRAWING ON SKILLS AND SAVOIR-FAIRE TO CREATE ADAPTED HOSPITAL CATERING SOLUTIONS

Alexandre Bourdas worked closely with Elior's dietitian-nutritionists to meet Gustave Roussy's specifications. Every week for a year, the chef met with the teams, gathered information on expectations and specific needs, developed recipes and trained cooking-staff on site. Medical staff and patients also took part in the adventure, sharing their preferences with the different players and giving advice on the hurdles to be avoided.

Hospital meals are adapted to and prepared in accordance with the criteria and standards applying to contract catering. This presents a major challenge in terms of produce, quantities, techniques and logistics.

FOCUS : the meeting of two worlds

Although the star-rated catering and contract catering differ at several levels, the partnership between Alexandre Bourdas and Elior brought these two models together. Each party became acquainted with the specific characteristics of the other: different quantities and adapted cooking materials, as well as hygiene standards specific to contract catering and the hospital environment and a purchasing strategy that is radically different from that in the gourmet catering segment, etc. After creating his recipes, Alexandre Bourdas went on to train Elior's teams to prepare them. To enable the teams to become autonomous while respecting his recipes as closely as possible, Alexandre Bourdas took great care to transmit his culinary techniques and respect for food products by supervising a series of cuisine workshops at Gustave Roussy.

IV - An offering created by Saquana chef, Alexandre Bourdas for Gustave Roussy and Elior**

1 / EASING THE DAILY ROUTINE OF PATIENTS

One of the main objectives is to comfort patients. Meals are not medicine. Their purpose is not to cure, but to comfort; to provide patients with a moment of release when they can focus on taste rather than on illness. Alexandre Bourdas draws on childhood memories and the sensation of travel to concoct an original blend of tastes that evoke positive memories and offer patients a moment to escape from the constraints of the hospital environment. The idea is not to discover new tastes but rather to revive happy sensations. For example, the Fourme d'Ambert cheese served with pears and speculoos creates a mouth feel experience which contrasts the different textures and underscores the blend of the three savors.

The simple, aesthetic crockery used to present meals is also important in making meal times pleasurable. Color, composition, and aroma are further enhanced by the crockery on which food is served; a particularly meaningful factor at meal times.

2 / TAKING ACCOUNT OF SIDE EFFECTS AND PATHOLOGIES

Findings from studies and patient interviews carried out by Gustave Roussy revealed the importance of eating well, simply and in measured quantities.

Knowledge of chemotherapy side effects is a prerequisite for developing a catering solution that pleases cancer patients' palates. Although patients experience different side effects depending on their specific treatment dose and the stage of their illness, most people undergoing cancer treatment suffer from problems related to taste and smell. Chemotherapy, radiotherapy and surgery all cause loss of appetite, as well as digestive, taste and smell-related problems, oral infections, and difficulties chewing, etc. As such, taking these constraints into account, the aim of the three players is to develop a catering solution that is adapted to meet patients' individual nutritional needs.



Filet de cabillaud au chorizo et légumes ensoleillés



Saumon scandinave



Salade d'oranges au yaourt,
curry et sésame



Panna cotta caramel
et cerises amarenes confites



Fourme d'Ambert cheese, pear and sugar and speculoos

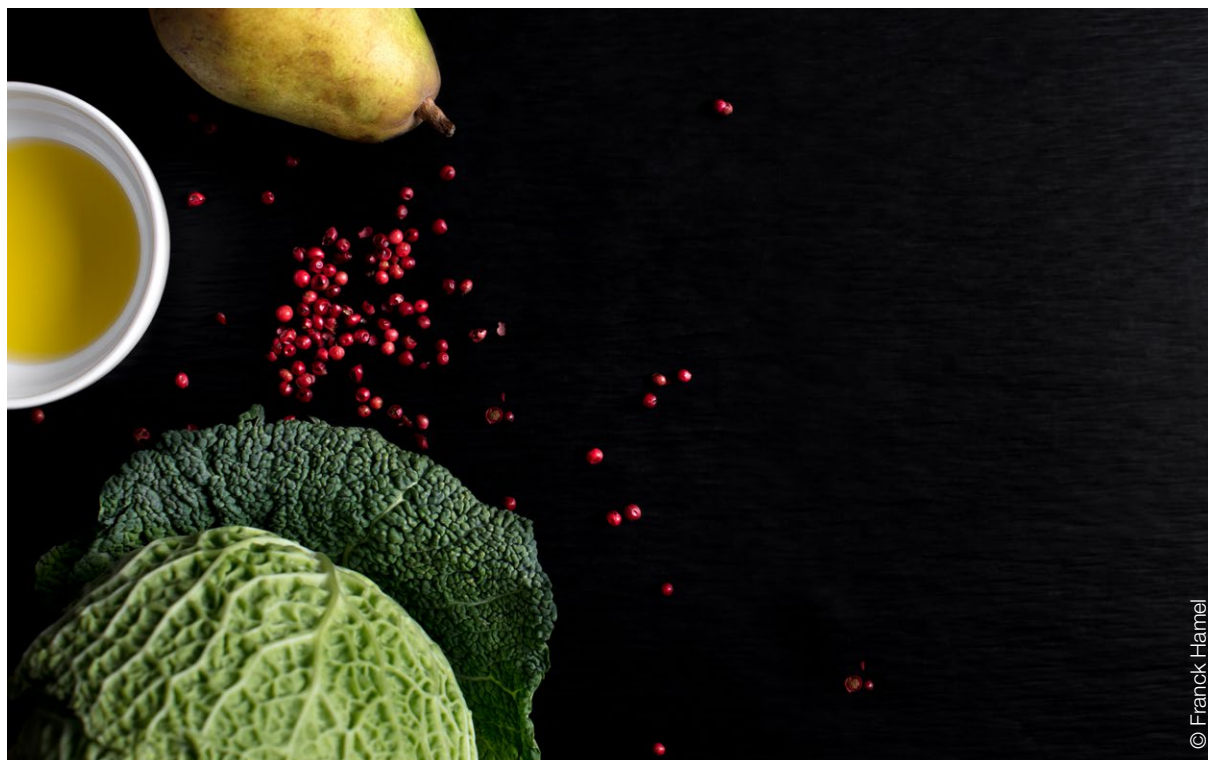
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3 / A CAREFUL CHOICE OF PRODUCTS: PUTTING PLEASURE AT THE HEART OF THE EATING EXPERIENCE

Taking cancer-treatment side effects into consideration is therefore of key importance when choosing ingredients, which must provide a source of pleasure. The aim is to adapt to the physiological constraints of the patients to avoid anything liable to harm or upset them. This means dosing products correctly, working on taste perception, which involves food presentation and color, as well as on textures and the favorable effect of aromatic-plant fragrances.

Taste is top priority and recipes are created with the aim of getting the best nutritional value out of raw, natural and seasonal food products, which are also enhanced by seasoning. Alexandre Bourdass has adapted to hygiene and cost restraints imposed by contract catering and the hospital environment, and negotiated purchasing agreements for the seasonal products supplied by Elior.

His cuisine is characterized by the products themselves, without the addition of superfluous additives, emulsifiers or thickeners. He goes for simple tastes that patients can recognize. Given the constraints of the illness however, he had to work on aromas, which, when very strong, can be repugnant, as in the case of chilies (such as pepper and other spicy corns), as well as red meat. In addition, his cooking methods are carefully monitored to bring out the goodness of the food produce, without detracting from its taste or smell.



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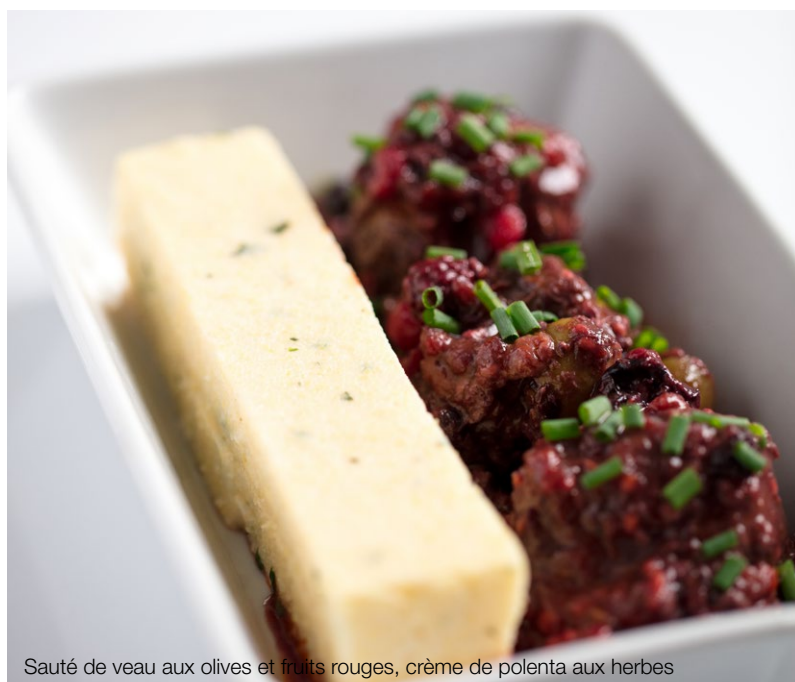
FOCUS : Alexandre Bourdass' savors and aromas

All the recipes signed by Alexandre Bourdass offer a pleasant mouthfeel experience, with titillating tastes and textures. The chef endeavors to balance flavors, as in the case of his sauté de veau aux olives et fruits rouges servi avec une crème de polenta aux herbes (sauteed veal with olives and red berries served with creamy herb polenta), which is a blend of earthy savors, spiced with red berries, tempered by polenta and seasoned with aromatic herbs.

Similarly, his oeuf cocotte (shirred egg) served with green cabbage and sea-food blends earthy and sea flavors, while his boeuf carottes (beef and carrots) spiced with ginger, garnished with soya bean sprouts and cooked in a wok, adds an exotic touch to traditional French cuisine. Other exotic aromas are found in his crème de céleri (creamed celery) with semolina flavored with ras-el-hanout and Zante currents, which underscore the delicacy of the ingredients to give a full-bodied flavor. Another example is his cabillaud au chorizo (cod and chorizo) served with sun-grown vegetables, which, in a more Mediterranean style, uses chorizo to enhance iodine intake and captures the essence of ratatouille.

Alexandre Bourdass is also a fine-pastry chef who develops new techniques to lighten desserts and find a smooth blend of flavors: his cocoa flan and pear puree blends the bitterness of cocoa with the soft, sweetness of the pear to reduce sugar content and, thanks to the incredible lightness and crispness of the pastry in his fine apple and almond tart, the contested stars are the fruit.

Meals should be relaxing and pleasant: patients should be able to eat what they want, without any constraints.



Sauté de veau aux olives et fruits rouges, crème de polenta aux herbes



Shirred egg served with green cabbage and seafood

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4 / PRESENTATION OF THE OFFERING:

Alexandre Bourdas has designed Gustave Roussy's entire outpatient catering offering. Every day, the menu features cold, savory and sweet dishes which are served in small containers and easy to eat.

Twice a week, the hospital's 140 patients can savor a three-course meal with dishes signed by the Chef, who has created 19 and 14 dishes, respectively, for his autumn/winter and spring/summer menus.

As an alternative to the hot meal, Elior also proposes a selection of fresh, mixed salads, which avoid aromas that are too strong. In 2017, these fresh dishes were designed around the theme of travel, with products such as Scandinavian salmon, Moroccan bulgur and Mexican quinoa, etc.

RECIPES SIGNED BY ALEXANDRE BOURDAS

— Shirred egg served with green cabbage and seafood

— Duck confit lasagne, mushrooms, feta cheese and cumin

— Fourme d'Ambert cheese, pear and sugar and speculoos

— Yellow French beans served cold with a sherry vinaigrette dressing and smoked salmon

— Beef and carrots, spiced with ginger, served with bean sprouts and cooked in a wok

— Fine apple and almond tart

OUTPATIENT MENU

— Crab club sandwich, spinach and tomatoes

— Creamed celery with semolina flavored with ras-el-hanout and Zante currents

— Cocoa flan and pear puree

Testimony of a Gustave Roussy patient:

«There's just no comparison between the hospital's old menu and the new catering solution. I used to be quite difficult to please but now I can eat everything! »

ABOUT GUSTAVE ROUSSY

Gustave Roussy is the leading Cancer Centre in Europe. It is a centre where all the skills in cancer care are focused on the patient. It comprises 3,000 professional staff who are engaged in care, research and teaching.

For more information: [www.gustaveroussy.fr / en](http://www.gustaveroussy.fr/en) or follow us on Twitter: [@GustaveRoussy](https://twitter.com/GustaveRoussy)

ABOUT ELIOR FRANCE

Leader in collective catering in France, Elior France offers a range of personalized solutions and innovative concepts for catering and services for the education, corporate and healthcare sectors. Elior France's devoted team of 25,800 employees welcome and take care of around 1.4 million guests every day. Elior France pays particular attention to the health and well-being of its guests, as well as the professional development of its employees and the impact of its activities on the environment.

For further information please visit our website: www.elior.fr or follow us on Twitter: [@Elior_France](https://twitter.com/Elior_France)

ABOUT ELIOR GROUP

Founded in 1991, Elior Group has grown into one of the world's leading operators in the catering and support services industry, and is now a benchmark player in the business & industry, education, healthcare, and travel markets.

Now operating in 15 countries, the Group generated €5,896 million in revenue through 23,000 restaurants and points of sale in FY 2015-2016. Our 120,000 employees serve 4.4 million customers on a daily basis, taking genuine care of each and every one by providing personalized catering and service solutions to ensure an innovative customer experience.

We place particular importance on corporate social responsibility and have been a member of the United Nations Global Compact since 2004. The professional excellence of our teams, as well as their unwavering commitment to quality and innovation and to providing best in-class service is embodied in our corporate motto: «Time savored».

For further information please visit our website: www.eliorgroup.com or follow us on Twitter: [@Elior_Group](https://twitter.com/Elior_Group)



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