Infection Control: A Battle Worth Fighting

Infection Control Expert Interview

HIGH-TOUCH CLEANING STUDY
at Boston Medical Center

Hospital-acquired infections are neither inevitable nor expected by patients. No other company has the training, technology, and, most importantly, processes that have made Crothall the industry leader.

**Clean Is Only the Beginning**

**cover story  PAGE 8**

**OUR MISSION**
In the markets we serve, we will be recognized as the premier provider of the best quality, customer-focused support services.

**OUR VALUES**

**INTEGRITY.**
A commitment to forthright, honest communication in all of our encounters.

**COLLABORATION.**
An unyielding commitment to consistent teamwork in order to achieve collective goals.

**ACCOUNTABILITY.**
As a company and as individuals, we accept full responsibility for our actions and the associated outcomes.

**PROFESSIONAL DEVELOPMENT.**
Providing the right tools, training, and support for professional growth.

**LEADERSHIP.**
Displaying the passion to exceed expectations in all that we do.

**FEATURES**

6 An Expert’s Perspective on Infection Control
10 Investing in the Patient Experience
12 Time to STEP it Up!
13 You Can’t Manage What You Don’t Measure

**in every issue**

3 From the CEO
4 Crothall Momentum
14 “Make a Difference” Winners

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“Few topics are more important to an organization such as ours, tasked with keeping the hospital environment a clean and safe place to get well.”

Infection prevention is a topic that continues to be prominent in the news for good reason. With all the advancements in medical technology, our hospitals still struggle to eliminate the threat of infection to their patients. Few topics are more important to an organization such as ours, tasked with keeping the hospital environment a clean and safe place to get well. Infection control influences so much of how we have designed our Environmental Services program, and we continue to make investments to stay far ahead of our competition in this crucial aspect of what we do.

This issue of Celebrations will give you some insight into what we are doing as a company to ensure we are innovating in the area of infection control. From working with experts to leading clinical tests of new technologies to evolving the standard components of our core program to ensure we can adapt to changing customer needs, there is so much to communicate! I hope this information will be reassuring to our current customers and intriguing to those we are not yet privileged to serve.

There is much to celebrate in our other services as well. By popular demand, we are introducing a new case study into each Celebrations, starting with this issue, which features a remarkable story of quality improvements within Patient Transportation at St. Joseph’s Hospital in St. Paul, MN. I am also excited to share the latest addition to our employee recruitment and development efforts, which keeps getting better. Our Facilities Management division, in partnership with ASHE, has created a college internship program called STEP that promises to reinvigorate this division with fresh talent.

As another successful fiscal year is drawing to a close, I am reminded that it is the daily work of over 30,000 associates that makes all of our success possible. I am proud to represent them and to have the opportunity to recognize a few of their most inspiring stories in our “Make a Difference” program. Our mission and values would be nothing more than words if not for the actions of our people who live them every day.

All the best,

Bobby
Environmental Services
“Taking the Pulse”
of Patient Satisfaction

Healthcare administrators looking to receive timely updates as well as benchmarking scores from HCAHPS and other 3rd-party surveys need only look to their Crothall EVS experts for best-in-class patient satisfaction reporting practices. Crothall’s TeamCoach application now has the ability to automatically collect and centralize all customer satisfaction reporting to one dashboard as soon as it becomes available. The Patient Satisfaction Pulse dashboard will enable EVS directors to compare scores long before reports become available to others. Clients can count on our laser focus on trends in customer opinion, giving them a serious competitive advantage. Now clients and EVS teams alike will be the first to know how patients feel about their services, enabling swift service recovery and a chance to turn scores around. The Patient Satisfaction Pulse application is available to all Crothall Healthcare departments as part of TeamCoach.

Laundry & Linen
CLS Creates Laundry-Certified Engineers

Laundry operators depend on their Chief Engineers to shoulder the responsibility for repair and maintenance of everything from process equipment to clogged sinks, and they often work miracles. Recruiting for the position is tough since laundry maintenance is so industry specific. Fortunately, skilled individuals from other industries or the military with related experience can adapt their knowledge with some training. Crothall Laundry Services provides professional-level training to its Chief Engineers in an online format, enabling these hard-working individuals to get “up to speed” on the nuances of complicated laundry equipment. Classes include everything from reading basic blueprints to troubleshooting and repairing electronic controls. With this training in place, Crothall now has the means to develop a curriculum that can produce certified engineers for the laundry industry, and we are doing just that. In fact, every Chief Engineer working in the division is currently enrolled in the program.

Patient Transportation
Maximizing Capacity and Revenue

Service capacity in healthcare is a perishable commodity. Once an event is over, the revenue-generating capability is lost forever. From the emergency room patient who leaves without treatment (LWOT) to the amount of time required to clean a vacated patient room for admission, process inefficiency associated with patient flow causes lost revenue throughout the hospital stay. This dilemma drives healthcare executives to search for ways to ensure effective patient throughput within the hospital, improve operational efficiency, and maximize capacity. As the industry leader in Patient Transportation, Crothall recognizes the importance of helping healthcare organizations capture revenue lost due to inefficient patient flow. Recently, we have been able to quantify the impact our Patient Transportation services have on increased revenue. Whether through guaranteed reductions in LWOT rates or increased revenue in diagnostic imaging, Crothall expertise can improve the hospital’s ability to maximize capacity and capture previously lost revenue.
Facilities Management
POM Experience
Brought to Afghanistan
The U.S. armed services have provided solid training and experience for many who now work for Crothall. But with a war in Afghanistan, some have been called back from the Reserves and can now bring their POM experience to serve our country. POM Project Manager Jeff Engel was called to service as a U.S. Airforce Tech Sergeant. His assignments included getting tents set back up, complete with power and A/C, for soldiers who were occupying the post for about three weeks, living in burnt-out school buildings or outside under the stars. “They were so happy to see us come and build floors and set the tents up,” said Jeff. His team has also fixed generators and installed A/C units for other platoons. While CEO Bobby Kutteh and all of us at Crothall hope and pray for Jeff’s safe return in September, we are proud of what he is doing to make life a little more bearable for those serving our country.

Clinical Equipment Services
AAMI: Crothall Cements a Place Among Industry Leaders
The American Association of Medical Instrumentation (“AAMI”) is the annual gathering of biomedical engineering professionals held this year in Tampa, FL, in late June. The convention was flooded with Crothall CES people, from BMETs to Managers to Service Center experts to Regional Managers, at all levels of the organization. “We had over 40 people at AAMI this year, recruiting for our CES positions, partaking in the educational seminars, and networking with other people in the profession,” said Director of Technical Solutions Jan Jones. “Along with a well-staffed exhibit booth, Crothall had a real presence, cementing our place as industry leaders.” Even Crothall clients have benefited from the professional association. Crothall CES Resident Regional Manager Gayle Couture arranged for Paul Reis, Division Director of Support Services at Shands Jacksonville to be an AAMI panelist, giving a well-attended inside look at “Communicating with the C-Suite.” This growing division within Crothall Healthcare is proving its capabilities by providing confirmed expertise that also saves its customers precious fiscal resources.

Team Building Exercise
Appreciated by Boys & Girls Club
For Crothall Regional Manager Dave Cullinan, “pedaling” great team building at regional meetings is more than an “exercise.” Dave and his managers worked as teams to assemble bicycles that would be donated in conjunction with Crothall Cares to the Boys and Girls Club of Atlantic City. Cullinan’s team building exercise was a surprise to his region’s managers, so teams really had to depend on reading instructions then communicating with team members to get the task done and done right. Together they successfully completed three two-wheelers. “After the exercise, we sat back and discussed what we had learned about each other as individuals and about the workings of a team—what was helpful and what derailed the team process,” Cullinan explained. “I read about the team building exercise of building bikes for charity in a trade magazine about a year ago,” Cullinan explained. According to Kirk Walkhoff, Unit Director at Camden County Health Services Center, Dave’s team building teaches, “Coming together is a beginning. Keeping together is progress. Working together is success.”
Crothall Healthcare utilizes outside expertise to ensure that our Infection Control protocols are comprehensive and up to date. By continuously reviewing our program, we maintain our leadership position on this issue. We recently sat down with Infection Control expert Polly Ristaino to discuss the topic.

What is your background?

I am a microbiologist by training, with a BS and MS in the field. I am certified in Infection Control, and for over 20 years, I have worked in the field of Infection Control in community and academic healthcare settings. I am currently the Associate Director of Hospital Epidemiology and Infection Control at Johns Hopkins Hospital in Baltimore.

What is your relationship with Crothall Healthcare?

I work with Crothall as an Infection Control consultant, counseling the company on aspects of its Environmental Services program that pertain to preventing the spread of infections in hospitals. I helped write Crothall’s Infection Control manual to ensure the policies are appropriate and comprehensive. And I have an ongoing consulting relationship with Crothall to advise it on how to create new policies to respond to current and pending threats, such as SARS, H1N1, and C. diff.

How is Crothall’s Environmental Services program responsive to Infection Control needs?

Crothall’s protocols and policies are compliant with all relevant agencies, including CDC, The Joint Commission, AORN, and APIC. I also review and update the policies as needed to ensure they are compliant with all national and state-specific guidelines.
What is your philosophy with respect to Environmental Services and Infection Control?

Essentially, we want to ensure the hospital environment not only looks clean, but that it is also appropriately disinfected so that the various germs are eliminated and the environment doesn’t serve as a mode of transmission of bacteria to patients and staff. It comes down to three essential pieces: use of appropriate cleaning and disinfecting agents, proper training of staff, and supervision of staff to be sure they follow all the proper protocols and procedures. All three components must work together for the program to be successful.

Measurement is key. There must be a solid Quality Control program to ensure all high-touch surfaces are wiped and disinfected. One way to verify this is the use of ATP bioluminescence or fluorescent dye to assess what percentage of sites were cleaned to be sure the housekeeper is cleaning all high-touch surfaces in the room.

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How can a program balance standards and responsiveness?

Policies must cover all the standard guidelines as well as taking into account each hospital’s specific needs based on its unique circumstances. The department must be flexible to work with the hospital’s Infection Control team to tailor its initiatives.

Where does hand washing fit into the equation?

It all ties together, and though it is hard to prove which is more important, both hand washing by patients and staff as well as environmental cleaning need to be followed thoroughly. If people don’t wash their hands, they can contaminate the environment. Someone else may touch the surface and spread germs to a patient. The two pieces tie together, and you can’t do one without the other. This is key to preventing infection. Although the research has traditionally dealt with hand washing, I have noticed an increasing focus in recent years on the environment. There has been some emerging literature that shows that disinfecting the environment with some of the newer technologies can lead to lower transmission and lower infection rates, and I anticipate more published data in the near future.

What is the role of technology in the Infection Control struggle? What are you excited about?

There are several new technologies to help in the fight against the spread of infection. Hydrogen peroxide, UV irradiation, and new technologies that work on the hands and surfaces with longer residual kill times are of particular interest. I am anxious to see more data on how they reduce transmissions. They are exciting, but we need more studies to examine the impact. Technology will always be a complement to the fundamentals of basic environmental cleaning.

What’s the bottom line for hospitals?

Thanks to public reporting in an increasing number of states, there is heightened public awareness of infections. Medicare and private insurers are increasingly not reimbursing hospitals for conditions related to hospital-acquired infections. Beyond the obvious impact on patient outcomes and satisfaction, hospital-acquired infections mean longer, more complicated stays and more readmissions, which equal higher costs and decreased revenue.

How can Environmental Services help?

The environment plays a significant role in infection control. We have to make the room safe to ensure pathogens from the previous patient are eliminated and the next patient is not put at risk. Everyone’s goal is to protect the patient, and it is the primary responsibility of Environmental Services to ensure the environment is clean and safe.
Clean Is Only the Beginning

Hospital-acquired infections are neither inevitable nor expected by patients. The language is shifting within the industry from “infection control” to “infection prevention,” signaling that no level of infection should be considered acceptable within our hospitals.

Focus on the Environment

Even with all the care hospitals take to maintain a clean and safe environment, secondary infections continue to lengthen and complicate patient stays. Pathogens enter the hospital and are transmitted primarily through people. Monitoring everyone to ensure proper hand sanitizing is part of the solution, but germs typically live far longer on hard surfaces (sometimes for months) than on soft surfaces such as skin.

A 2006 study by the Archives of Internal Medicine showed “a 40% increased odds of transmission of MRSA and VRE attributable to the carrier status of prior room occupants.” This indicates that the hospital room itself plays a role in disease transmission independent of other factors, such as staff behavior, in the patient’s care experience. While other factors continue to be a challenge, the hospital environment is where Crothall Healthcare can make a substantial direct impact.

At Crothall, we see it as our responsibility to ensure a safe and healthy environment for patients. Our Environmental Services program is designed to go beyond basic cleaning to disinfect surfaces and protect patients, staff, and visitors. To be healing environments, hospitals must not only look clean, they must be free of contamination.

Innovation

As the industry leader, Crothall must innovate in the fight against germs. We have been involved in extensive research and testing to identify many exciting technologies that offer significant advantages to our infection prevention efforts.

Over the years, countless new technologies have emerged, and as part of our ongoing journey to enhance our offering, we have put significant resources into piloting and studying the results of each of these innovations.

These include HEPA-filtered vacuums, UV irradiation, biostatic surface protectants, hydrogen peroxide solutions, as well as a multitude of chemicals and ever-advancing cleaning tools. Our clinical testing is always done in conjunction with our clients as well as 3rd party infection control experts. And it is an ongoing process designed to leave no stone unturned in the search for better solutions.
As exciting as these technologies are, it is unwise to place too much reliance on any tool, no matter how impressive. There is no “silver bullet” in the fight against healthcare-associated infections. While Crothall has an unrivaled array of solutions available to enhance infection prevention efforts, the truth is there is no substitute for a fundamental focus on proper cleaning and disinfection by expert specialists.

**Crothall’s Approach**

Extensive research continues to reinforce that a solid focus on fundamentals prevents the spread of infections. Crothall’s approach is based on five core principles.

- Proven protocols targeting high-touch surfaces
- Continuous auditing by infection control experts
- Rigorous training and supervision of staff
- Thorough, measurable Quality Assurance program
- Research and employment of innovative technology

**Precision Cleaning Is Key**

Studies continue to show that the most critical aspects of environmental cleaning are: specific, comprehensive protocols; continuous training to reinforce proper techniques with front-line associates; and diligent quality assurance to measure compliance. This critical program deserves focused, specialized expertise to ensure success.

Crothall’s time-tested 10-Step Cleaning process follows infection control protocols that exceed recommendations by regulatory organizations such as CDC, AORN, APIC, and Joint Commission. Crothall is the only healthcare Environmental Services organization that has achieved CIMS certification (with honors) from worldwide cleaning industry association ISSA. We continuously develop and enhance our protocols with the guidance of professional infection control consultants and auditors.

**High Touch, High Priority**

The Centers for Disease Control (and all prominent research) directs that high-touch surfaces in a patient room (bed rails, light switches, doorknobs, etc.) “should be cleaned and/or disinfected more frequently than surfaces with minimal hand contact (floors, walls, and ceilings).”

Crothall’s infection control program specifically focuses on 10 key high-touch surfaces in the patient room and bathroom. Special attention ensures housekeepers are trained and audited on their adherence to these protocols.

Cleanliness is defined as the removal of visible soil. To prevent infection, we must go beyond cleaning to disinfect surfaces and eliminate all microorganisms. This requires more than a visible inspection to verify efficacy. The only way to prove that pathogens have been eliminated from surfaces is to test for traces of living organisms.

Crothall has embraced state-of-the-art technology using a sophisticated new ATP measurement system. This technology enables a 45-second swab test of high-touch areas during routine quality assurance audits to ensure that cleaning and disinfecting have been done thoroughly. Results are uploaded directly to reporting software, providing documentation and verification.

ATP measurement will be offered to all Crothall Environmental Services accounts in the coming months. Specific program design will be crafted along with Infection Control departments at each hospital to ensure a solution that meets their specific needs. It is our way of putting verifiable data and confidence behind our quality programs.

Infection prevention is a constant battle that must be waged daily for the health and safety of patients. Crothall is on the front lines and will continue to pioneer new solutions for our healthcare customers. No other company has the training, technology, and, most importantly, processes that have made Crothall Healthcare the industry leader.

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1 Huang, Susan S., MD; Rupak Datta, BS; and Richard Platt, MD, MS. “Risk of Acquiring Antibiotic-Resistant Bacteria From Prior Room Occupants.” *Archives of Internal Medicine* 166 (2006): 1945-1951.

St. Joseph’s Hospital, part of HealthEast Care System in downtown St. Paul, was Minnesota’s first hospital, with a heritage dating back to 1853. The hospital’s goal is to be the benchmark of quality in the Twin Cities, and St. Joseph’s administration takes this goal seriously. While a poor economy and an uncertain future continue to challenge the healthcare industry, causing many hospitals to cut costs, St. Joseph’s is taking a more strategic approach—investing in services to advance high-quality, compassionate care. The hospital aims to improve revenues by driving volume through quality care. It’s a simple philosophy, but is one that requires vision and dedication.

Part of this dedication requires investment in quality programs. This drove administration to seek outside experts to reinvigorate some of the key departments impacting patient experience. In August 2008, St. Joseph’s contracted with Crothall Healthcare to provide Environmental Services and Patient Transportation. Although the Environmental Services contract was straightforward, the Patient Transportation program was broadly defined, with no dedicated transporters assigned to man the program. The initial plan was to share existing nursing aides who would perform transport tasks in addition to other duties. When St. Joseph’s new Operations Executive Mike McMahan took over responsibility for the department in October 2008, he had more ambitious plans for the program.

**INVESTING IN THE PATIENT EXPERIENCE**

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- Mike McMahan, Operations Executive

St. Paul, MN

**Investing in Quality**

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Enhanced Patient Experience

In order to prove its value, the department began to benchmark current transport times. Because nursing aides performed multiple tasks, they usually weren’t immediately available for transports. Wait times were often more than 60 minutes. This left the nurses to transport patients instead of providing direct patient care. Since the average nurse’s salary is much higher than that of a specially trained transporter, the existing program was inefficient and costly.

The department’s ultimate goal was to provide centrally managed transport services to the entire hospital, but to roll out the program incrementally, starting with the highest profile/highest volume areas. They selected Radiology, Emergency, and Surgery because all three are critical to hospital operations and have key department leaders whose acceptance was important for building program momentum throughout the hospital. As services increased, the department was able to add dedicated transporters to support the demand. “We have added FTEs to the department at the hospital’s expense because Patient Transportation is seen as so important to the hospital’s goals,” said McMahan.

Patient Transportation works with the hospital’s HR department to hire associates for their customer service focus. McMahan believes that, unlike other organizations he has witnessed, St. Joseph’s is truly selective in its hiring standards and does not settle for less than “top-notch” associates. The result is that Patient Transportation is viewed within the hospital as the top department with respect to implementing the Studer Group’s AIDET principles of customer service. Patient comments and internal customer rounds are consistently positive. According to McMahan, “It is all about the patient experience. Adding highly trained individuals has given us efficiency and great customer service.”

Improved Efficiency

The investment has also helped ease St. Joseph’s patient flow bottleneck. While associates have been added, the number of trips has increased significantly to over 5,500 per month. As a result, productivity has increased to over 2.5 trips per productive hour, and the department is utilized for over 90% of all transport tasks. The average trip time is 15 minutes, with 95% of trips responded to within 10 minutes.

Having Crothall also provide Environmental Services has allowed the two departments to gain efficiencies. Their collaboration on discharges has achieved an average turnaround time of 50 minutes, down from 120 minutes when the program began. This is the fastest turnaround time in the HealthEast system (and St. Joseph’s is the largest hospital). The departments are able to speed discharges through great communication. St. Joseph’s utilizes a state-of-the-art healthcare enterprise visibility (HEV) system to visually display room status. When Patient Transportation takes a discharged patient from the room, the dispatcher monitors the HEV to ensure that the nurse also requests a discharge clean. If this does not happen quickly, the dispatcher notifies nursing and Environmental Services.

Continuing Success

Mike McMahan intends to continue the program’s momentum and push the boundaries to discover its maximum potential for productivity and capacity. He hopes to achieve 100% utilization of the department for transport requests, including discharges. In addition, McMahan would like to link more of the hospital’s services into the patient throughput process, coordinated by Patient Transportation through its call center. He is confident in the program and proud of what it is achieving for St. Joseph’s: “We have gained efficiencies and enhanced the patient experience throughout the hospital and created more time for nurses at the bedside. This means better quality of care, better safety, and better outcomes.”
A plant manager acts like a cardiologist to a healthcare facility, maintaining the heart of the building’s physical structure and ensuring systems don’t fail. The physical comfort of a hospital patient rides on this manager’s shoulders, and, more importantly, so does his life-critical systems.

Crothall Healthcare’s Facilities Management division seeks out these experts in many different places, looking for similar backgrounds in the military or other industries and training them in the nuances of healthcare facility support. Now Crothall Facilities Management has found a way to tap into the future by accessing college students seeking an internship for the completion of a “Construction Management” major.
High-Touch Surface Cleaning Study at Boston Medical Center

At Boston Medical Center (BMC), a Crothall Environmental Services client, Dr. Philip Carling developed an ingenious method to ensure that critical, high-touch surfaces are thoroughly cleaned by the housekeeper. Measurement and documentation allowed for direct, specific, constructive feedback to associates, which has yielded remarkable results in both cleaning efficacy and patient satisfaction. The study began in May 2008 using an invisible gel placed on 14 different high-touch surfaces in the patient room. Following a thorough cleaning after the patient has been discharged, a UV light is used to determine if high-touch surfaces were cleaned. In September 2008, ICUs were added to the study, and in January 2009, the Emergency Department was added. In these areas, evaluations occurred 24 hours after marking.

Results

INPATIENT
On the inpatient units, the experience has been timely feedback to the individual cleaners. The study often allowed the EVS Supervisor to provide specific, targeted feedback, which helped to improve results considerably.

ICU
Providing feedback in ICUs proved more difficult because cleaning responsibility for various items may be shared among several departments. The study identified an opportunity to give EVS more responsibility for cleaning these items and more accountability for the ICU environment. BMC is working with the unions to address this.

EMERGENCY DEPARTMENT
Equipment was labeled so it could be found and evaluated as it is moved frequently. Bathrooms and waiting rooms were evaluated and made steady progress. The study identified challenges communicating between shifts in exam rooms and a system to better track terminal cleans was implemented to better ensure consistent cleaning.

Lessons Learned
Having the ability to monitor the environment, collect data, and provide feedback to the staff has taken BMC to a new level of cleanliness and taught some important lessons:

1. Timely, individualized feedback is the only means to improve performance.
2. There was no need to discipline employees as 99% take pride in what they do.
3. It is imperative for hospitals to be clear on who cleans what items and with what frequency.
4. Substitute cleaners must be held to the same standard of accountability as regular cleaners.
5. Although documenting cleanliness may seem politically risky, it helps poor results improve.

6. Often, process issues may hinder cleaning performance. Including staff members in developing solutions ensures they are reasonable and accepted.
7. Patients notice the increased emphasis on cleaning. Satisfaction scores increase as a result.

Patient Satisfaction
Based on internal BMC surveys

Submitted by Rita Whelan, BMC Hospital Administrator. Rita would like to thank the dedicated EVS staff at BMC for their hard work that made this study possible.
An elderly woman too sick to get out of her car is saved by a housekeeper more interested in the well-being of others than taking her break.

An EVS Director learns that valuing an associate goes beyond work performance when a Floor Tech’s moving celebration of a coworker’s life impacts an entire community.

Liana Antrim, Housekeeper
Marion General Hospital
Marion, IN
Nominated by: Sam Olsen

On her break, Liana Antrim noticed that an elderly woman seemed to be having trouble as she sat in her car. Liana asked if she was in need of assistance, and the woman replied that she was very ill and unable to get out of her car. Liana quickly found a wheelchair, helped her out of her car, and wheeled her into the hospital to find immediate help. The patient ended up staying in the hospital for four days and, throughout that time, would refer to Liana as her “guardian angel.” Upon discharge, the patient told Liana that her blood sugar had been well over 700 when Liana found her. Had Liana not stopped to see if she was OK, things could have turned out very different for her. Liana’s willingness to stop and check on a stranger in the parking garage truly made a difference in that person’s life.

John Eddy, Floor Tech
Lourdes Medical Center
Paducah, KY
Nominated by: Jeremy Harrington

The EVS department recently suffered the loss of a coworker named Donna Tucker to Breast Cancer. Although Donna worked on the later shifts, the news of her illness and passing weighed heavily on the hearts and minds of staff members from all three shifts. In preparation for a memorial service for Donna, the second shift staff was looking to identify someone to proceed over Donna’s ceremony. Although they weren’t more than “time clock” acquaintances, John Eddy stepped up and offered to proceed over Donna’s ceremony. The service was attended by a crowd of over fifty hospital employees, including several members of the Executive team, department directors, EVS coworkers, and Donna’s closest family members. Through his candid personality and genuine spirit, John quickly turned a somber event into a celebration of life. It was healing to everyone who attended and even some EVS members who were also battling the same illness. “As a Director, I am often focused on assessing employees’ value through their work performance; I respect John’s great work, but value more his character and heart,” said John’s manager, Jeremy Harrington.
“Seconds wasted can grow into minutes and Arnoldo saved me those wasted seconds by taking care of immediate steps for me,” explained Carrie Richardson, Virginia Mason’s CT Tech. Transporter Arnoldo Sanchez had delivered a patient from the ER to Radiology for scanning; however, during the scanning process, the unfortunate patient had a seizure, requiring Richardson’s immediate attention. Because it was during Memorial Day weekend, Richardson was alone in CT and would have lost precious time if Arnoldo hadn’t been nearby. Arnoldo recognized her need for assistance and moved quickly to alert the Radiologist and offer further assistance so that Richardson would not have to leave the patient. “I can’t tell you how appreciative I am for his professionalism and quick thinking. Arnoldo clearly has a great understanding of patient care and knows how to assist staff during an emergency situation. His actions were a great example of good training and experience,” Richardson commented.

Allen Peel arrived at a patient’s room to fix a TV, only to find the patient in tears. She was upset about her medical situation and about the meal that had just been delivered to her. Understanding that food is not only essential to the healing process, but also a balm for the soul, Allen took the time to obtain a meal for the patient that would provide sustenance. When the patient was feeling better, she was so grateful to Allen that she wrote a “Thumbs-Up” recognition for his humanity and willingness to go above and beyond to assist a stranger in need. Receiving a Thumbs-Up Certificate is an honor at Brookwood Medical Center, but receiving it with a complimentary letter from a patient means even more. “It is an example of what the employees at Brookwood Medical Center should all strive to exemplify: sensitivity to our customers beyond what meets the eye,” POM Director John Ingenito explained. “Allen accomplished this just by acting with compassion!”
Meet Crothall employees who demonstrate through their actions what it means to truly “Make a Difference.”

**Liana Antrim**

An elderly woman too sick to get out of her car is saved by a housekeeper more interested in the well being of others than taking her break.

**John Eddy**

An EVS Director learns that valuing an associate goes beyond work performance when a Floor Tech’s moving celebration of a coworker’s life impacts an entire community.

**Arnoldo Sanchez**

A patient transporter becomes an essential part of the care team when a patient has a seizure during a CT scan.

**Allen Peel**

A Floor Mechanic’s compassion for a patient in tears leads him to intercede with dining services to find her some good comfort food.