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.

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Sophisticated forecasting of labor based on data analytics results in optimal productivity and reduced costs.

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As 2013 winds down, we can take a look back and finally exhale after a challenging but successful year. In just the last few months, we saw a devastating storm that impacted a large chunk of the northeast, as well as the end of a contentious political campaign. Both events will have lasting impacts, in very different ways, on the nation for years to come.

With the presidential race decided, we finally have some certainty around whether many of the aspects of the Affordable Care Act will be implemented. While this may cause continued financial pressures on our hospital customers, it at least provides a clear path forward. We will continue to work with our customers to find creative solutions that help them deliver high-quality patient care as efficiently and cost effectively as possible.

To accomplish this, we have had to become more sophisticated over the years in how we deliver our services. Our customers expect us to operate our departments with the same level of efficiency that they strive for in their clinical operations. We have had to embrace new technology solutions to maximize productivity, remove waste from our processes, and pass these efficiencies on to our customers. It is an exciting time in our industry, and only forward-thinking organizations will be able to keep up with the pace of change.

But no matter how much the tools or technology change, people will continue to be at the heart of our success. For this reason, we spend most of our energy focusing on building the most talented, dedicated, and engaged associates in the industry. This requires balance. It includes the “softer” elements, such as strengthening our reward and recognition programs and ensuring a diverse workforce that can best connect with different communities. It also means investing in professional development to make sure we have the technical and professional skills to keep up with our growth in a challenging healthcare environment.

When I say our people are our greatest asset, I mean it quite literally. I look forward to the year ahead with confidence, convinced we will have lasting success if we remain focused on our customers and remain steadfast in living our values, integrity chief among them. Thank you for your continued support and trust. I wish you and your families a blessed holiday season.

All the best,

Bobby

“No matter how much the tools or technology change, people will continue to be at the heart of our success.”
ENVIRONMENTAL SERVICES
Sharpening the Cutting Edge

Led by National Director of Standardization and Systems Rich Feczko, our Products Committee continuously reviews industry innovations. Areas of focus include our General Technologies Team, which has recently approved Ultra Shield, an optimized restorer that extends the life of floor finish gloss. The team also evaluates strategic industry relationships, such as CIMS certification through ISSA as well as national infection prevention organizations. The Green Team continues to review new microfiber technologies, including a system developed by Rubbermaid, which has aligned with a best-in-class on-site laundry solution to address inventory control and laundering considerations. Finally, our Infection Prevention Solutions Team leads initiatives to evaluate disinfection measurement systems as well as a number of new disinfectants with *C. diff* kill claims. The team develops its solutions in collaboration with some of the top infection prevention specialists in the nation. Together, the Products Committee keeps Crothall at the forefront of emerging EVS technologies.

LAUNDRY & LINEN
Laundry Seen As Key Partner in Sanitation

Crothall Healthcare is the industry leader in infection prevention solutions for hospitals, and this expertise extends beyond just our Environmental Services offering. Crothall Laundry Services – Johnson City, Tennessee, was recently featured in *The Mountain Star*, the news publication produced by Mountain States Health Alliance, for the extensive role it plays in protecting patients. Linen is one hospital item that literally touches nearly every person—patient, staff, and visitor—and can be a source of harmful pathogens. CLS – Johnson City, led by JB Marquette, ensures the sanitary state of all linen it supplies to MSHA through a multitude of physical barriers, handling protocols, chemical and temperature specifications, and most importantly, a commitment to patients. The facility is implementing standard practices present in all of Crothall’s HLAC-accredited plants, but the key element that has made Marquette and his staff successful is their partnership mindset and willingness to work with MSHA to ensure that they understand the care being taken on behalf of their patients. This customer service attitude, a hallmark of great Crothall managers, brings a normally “backstage” service out into the spotlight.


PATIENT TRANSPORTATION
Professional Development from the Ground Up

Crothall’s strong core values are incorporated in every aspect of our day-to-day operations. Professional development is a key strategy for growth within the division and leadership at Presbyterian Hospital in Charlotte, North Carolina, has recently extended this value to the front line. Seven transporters were carefully selected for a mentorship program called PFC Protégés to be cross-trained as dispatchers and mentored by one of the seven full-time Patient Flow Coordinators (PFCs). The program goes beyond phone etiquette and dispatch protocol to a much more extensive mentorship. Mentors are responsible for training and facilitating the development of their protégés and are also accountable for their performance. In doing so, they are educating the next wave of leaders and developing a stronger, more loyal core of frontline associates. These employees experience first hand the company’s promise to develop the best people in the industry. Through the program, PFCs also learn to lead, develop, collaborate with, and be accountable for our most important resource: our human resource.
Crothall Director of Maintenance Aric Alexander partnered with CentraCare Facility Development and Support Services and Morrison Healthcare to research and install a food waste pulper-dehydrator system at St. Cloud Hospital in St. Cloud, Minnesota. The result was less food waste in the landfill, producing instead a nutrient-rich product beneficial to the environment. “It starts as a blueberry pancake left on the tray of a recovering patient with no appetite for breakfast,” said Alexander. “In 12 hours, it will become a dry, brown, dirt-like substance that can be mixed into the soil to help grow plants and flowers on the hospital grounds.” By processing the leftover food in this new technology, St. Cloud Hospital is at the forefront of a new green practice. Certification has become more valuable as clinical technology has grown in both importance and complexity. Basic understanding of and experience with mechanical and electronic principles is not always sufficient when it comes to specialized medical devices. In response to the need for biomedical equipment technicians with demonstrated proficiency, the CBET designation was developed years ago by the International Certification Commission for Clinical Engineering and Biomedical Technology (ICC). Crothall has encouraged our technicians to pursue certification to further their own career development as well as to bring more value to our healthcare clients. An analysis of our technical staff shows that 30% currently hold at least CBET certification, with several earning a more advanced CCE (Certified Clinical Engineer) certification. According to AAMI’s (Association for the Advancement of Medical Instrumentation) Benchmarking Tool project, the industry average for technician certification is 21%. Crothall will continue to invest in professional development to build the most engaged, highly trained set of associates within our industry.

Sandy Tears Apart the Coast, Brings Together People

More than a month after Hurricane Sandy, hospitals caught in its path are still picking up the pieces. Preliminary estimates of losses totaled $65.5 Billion, making it the second-costliest Atlantic hurricane behind the 2005 Hurricane Katrina.

Desperate Choices

Along with the financial losses, Sandy had a devastating effect on the lives of people in its path. During the nine days it terrorized the eastern seaboard, it caused the death of 253 people. Hospital facilities faced the terrible decision of whether to close their doors—turning away emergencies and evacuating patients before the imminent loss of power—or staying open in the face of possible flooding. Those that remained operational against all odds were pushed to the limit accommodating evacuees from other hospitals, pulling any available staff that could make it in, and asking those that were there to hunker down and make the hospital their home throughout the worst of the storm.

Crothall Healthcare teams were on hand in both scenarios, helping evacuate intensive-care patients to other locations, or staying to serve struggling and overcrowded medical facilities. In addition, they acted as hospitality teams for the refugee villages springing up inside the hospitals.

Bracing for Impact

As Sandy approached landfall on October 28, 2012, near Atlantic City, it became the largest Atlantic hurricane (in diameter) on record, spanning 1,100 miles. Closest to landfall was AtlantiCare Medical Center, which was able to continue service throughout and after the storm.

AtlantiCare’s Atlantic City and Mainland campuses, where Crothall serves in both EVS and POM, both remained on full power throughout the storm. However, because roads became impassable, there was a time period over Monday night and Tuesday when people could neither get in nor out of the hospital. More than 100 dedicated physicians and staff stayed overnight, and the Crothall staff was there, too.

Sandy’s storm surge hit New York City on October 29, during high tide under a full moon, which added to its impact. Hospitals were relying on backup generators positioned to kick on primarily during snow or ice storms, but not prepared for the flooding that would occur. Without electricity, five hospitals were forced to close, while intensive-care patients faced harrowing moves down stairwells and without some of the equipment to keep them safe.

Crothall Healthcare serves nearly 40 hospitals in the five boroughs, including two hospitals forced to close: Coney Island Hospital and Bellevue Hospital Center.

On Tuesday morning, October 30, Brooklyn’s Coney Island Hospital had to relocate 180 patients after a blackout on Monday. By Tuesday morning, the hospital was down to a single generator.
On Wednesday, October 31, Manhattan’s Bellevue Hospital Center was forced to shut down and evacuate all remaining patients after fuel pumps for its emergency power generators failed. Bellevue is New York City’s flagship public hospital and its premier trauma center, but flooding and power failures meant the facility was operating under “third-world conditions,” according to the New York Times. Although the hospital’s generators are located on the 13th floor, their fuel pumps are in the basement, which was flooded with over 17 million gallons of water. To keep the generators running, members of the National Guard carried 5-gallon buckets of fuel up 13 flights of stairs. Bellevue was left with limited power, and staff had to evacuate 725 patients.

Taking Shelter

As hospitals evacuated, patients and medical professionals braved severely flooded streets, closed tunnels and bridges, and lack of public transportation to get to other area hospitals. Those other hospitals became refugee centers with staff and the wounded and sick crowding the hallways and setting up camp. Crothall Healthcare accounts Mount Sinai, Jersey City, and Trinitas all had similar stories.

The Mount Sinai Medical Center’s maintenance team had learned a lesson from last year’s Hurricane Irene and the importance of protecting generators from flooding. Keeping the generators running was the key to a functioning hospital. Lacking transportation options, most of the teams could not get home, so housekeeping members were put to work setting up a village.

Despite a flood of emergency calls, Jersey City Medical Center experienced an “eerie quiet” in its ER on Monday, October 29. The streets had become almost impassable because of the rising flood waters in the city, and ambulances could neither enter nor leave the hospital because the surrounding water was four to five feet deep. Once the waters receded, area residents and patients displaced from other hospitals streamed into JSUMC, which maintained reliable generators.

In a special edition of Trinitas World, photos of the Command Center in Trinitas Regional Medical Center in New York City showed a great mixture of clinical and support service staff members working together to continue providing care through the storm. Crothall Healthcare provides EVS, POM, and CES for this facility, and all three teams made heroic efforts to support ongoing clinical operations.

Band of Brothers

Extreme adversity brings people together in extraordinary ways. In times like these, support service team members prove their mettle. One doctor called Sandy’s response team, including housekeepers and maintenance crew, along with the nurses and doctors, “A band of brothers.”

One “brother,” Crothall POM Manager Bob Hughes, flew all the way from Horizon House in Seattle to help where he could. He volunteered to aid the herculean efforts at Bellevue Hospital Center. While Sandy struck only a handful of states directly, it affected our entire nation. It proved once again how we can pull together under even the most devastating circumstances, and the importance of team work in maintaining a safe and secure place for patients.

5 Special thanks to Kathy Salamone, PR Manager, Trinitas, for giving us permission to use photos from her special edition of Trinitas World.
Lean Approach to Staffing

In many hospital departments, labor costs comprise the bulk of the budget. The objective of optimized staffing is not simply to cut labor, but rather to find the ideal level to meet demand and maximize productivity. Overstaffing results in wasted labor expenses, but so does understaffing, if it requires overtime costs to cover excess demand. In early 2012, senior executives at the Mount Sinai Medical Center in New York City launched a hospital-wide initiative to improve labor efficiency by matching staff to demand. One of the departments included in the initial analysis was centralized Patient Transportation (PT), which is managed by Crothall Healthcare.

Patient Transportation involves matching staff availability to the volume of tasks: admissions, discharges, moves, tests, and other requests. Volumes are highly variable from day to day and from hour to hour. Staffing to peak demand results in idle transporters. Staffing to average daily demand would by definition result in failing to meet expectations half of the time.

According to Patricia Lamb, Mount Sinai’s VP of Hospital Operations, the department was chosen because of its demonstrated use of technology to improve results, as well as the PT management team’s responsiveness and willingness to take risks. The Crothall team, led by Senior Director Paul Killion and PT Director Jason Bradley, has been working to reduce overtime in the department since 2010.

Employing Data Analytics

Leading the initiative for Mount Sinai is Joseph Mari, Strategic Process and Throughput Engineer. The PT department was a logical first choice for analysis because most of the tasks are correlated to actual patient volumes, and he believed any opportunities for reducing excess labor would be reasonably easy to identify and address. In addition, he was very impressed with Crothall’s TeamThroughput software. “Every transport task is tracked, and every step in the process is time stamped with all the necessary detail included,” he said. “The data set is robust and very clean.”

TeamThroughput includes tools to forecast staffing as well as to make real-time adjustment to
unexpected demand changes. The *Intelligent Workload Design* tool allows the site manager to pull historical task volumes. It also makes adjustments based on several criteria, such as productivity and throughput targets to forecast necessary transport FTEs by hour of the day for each day of the week.

Even with well-forecasted staffing schedules, there will be unexpected deviations from historical norms and the site manager must be able to adapt. The TeamThroughput Dashboard facilitates real-time decision making by predicting required FTEs based on workload forecasts updated every 15 minutes. If actual demand surpasses or falls behind staffing by more than two standard deviations from the forecast, action can be taken to avoid an over- or under-staffed department.

TeamThroughput gives Crothall managers the data necessary to make more sophisticated staffing decisions to meet the complex needs of each hospital facility. Managers can design employee shifts with staggered start times tied to task volumes. Part-time employees are used strategically to cover employee breaks or unexpected peaks.

**A Model Department**

A staffing schedule is only the first step. Success depends on a well-trained, productive staff. Productivity is defined as the number of trips performed per productive labor hour. 220,000, productivity has increased from 1.75 to 2.14 trips/hour, allowing the department to take on the additional tasks without adding FTEs. With the cost of one FTE at roughly $52,756, the hospital has avoided significant incremental labor costs.

Overtime expenses have decreased by 69% (over $113,000) since 2010. Mount Sinai administration is pleased, and wants to use Patient Transportation as the model for other departments to apply demand staffing concepts. Joseph Mari is designing internal tools similar to TeamThroughput to track staffing. “Conceptually, it is exactly what every department should have in some form—the ability to capture the entire history of task volume and refresh it continually to make decisions.”

Lamb and Mari have appreciated the Crothall relationship. “They did everything we asked. They were open, transparent, and generous with their time. We couldn’t have had more professional, cordial, helpful people to work with,” said Mari. “Overall, it was a great exercise, a great model of what other departments need to do to understand and optimize staffing.” Pat Lamb is confident in the future. “While there are still opportunities for improvement, moving forward we really want to maintain high levels of customer satisfaction, efficiency, and effectiveness. We have the right team in place, and they have done an outstanding job.”

<table>
<thead>
<tr>
<th>Year</th>
<th>Budgeted FTEs</th>
<th>Actual FTEs</th>
<th>Annual Trips</th>
<th>Productivity (trips/hour)</th>
<th>Overtime Expense</th>
<th>Completion Time</th>
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</thead>
<tbody>
<tr>
<td>2009</td>
<td>67.50</td>
<td>64.71</td>
<td>---</td>
<td>1.87</td>
<td>$163K</td>
<td>29 min</td>
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<td>2010</td>
<td>61.98</td>
<td>57.54</td>
<td>193,337</td>
<td>1.75</td>
<td>$128K</td>
<td>31 min</td>
</tr>
<tr>
<td>2011</td>
<td>60.17</td>
<td>57.60</td>
<td>218,643</td>
<td>2.07</td>
<td>$ 95K</td>
<td>27 min</td>
</tr>
<tr>
<td>2012</td>
<td>59.12</td>
<td>58.42</td>
<td>219,786</td>
<td>2.14</td>
<td>$ 50K</td>
<td>24 min</td>
</tr>
</tbody>
</table>

At Mount Sinai, Crothall guarantees productivity at 1.78 trips/hour, and if it fails to meet this level, Crothall is responsible for additional labor costs. To achieve this target, Crothall focused on having the right people in the right positions. Transporters were hired for customer service attitude and all existing staff were retrained to focus on patient interaction. Employees are expected to understand and commit to productivity standards, and they are held accountable for performance. Jason Bradley focused on improving and maintaining employee morale and engagement. He holds regular staff meetings and team huddles to facilitate open communication, and employees are involved in generating ideas and solving problems. Statistics by employee are posted. Everything is done with a focus on the patient.

As a result of Crothall’s efforts since 2010, staffing now closely correlates with actual demand. When Joseph Mari examined two years of historical data, he found that “Staffing rose and fell with demand almost perfectly. It’s the best performance I’ve ever seen in healthcare.” Although the number of annual trips has increased from 193,337 to about

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Empowerment Creates Success

Ranked among the nation’s top hospitals, University of Virginia (UVA) Medical Center includes a 565-bed hospital and level I trauma center located in Charlottesville, Virginia. In 2011, the hospital recorded 61,596 emergency visits and 28,639 inpatient admissions. “Many hospitals today care for large numbers of patients,” says Reba Camp, Administrator of Environment of Care at UVA Medical Center. “We are no exception.”

A TEAM CHALLENGE

Within UVA Medical Center, a big push is underway to reduce bed turnaround times (TAT) and streamline the flow of patients through the hospital. “If patients are delayed in getting to a room, they are less comfortable and are not satisfied,” Camp says. “Also,” she notes, “studies have shown that getting patients out of the ED and into patient rooms reduces the risk of infection.”

Historically, the hospital has mandated a 60-minute bed turn time through its contract with longtime Environmental Services (EVS) partner Crothall Healthcare. Today, the hospital is working to trim that number and has already seen significant progress with support from an engaged EVS team.

The EVS team is more than 300 employees strong and includes a diverse cross section of men and women representing some 20 different nationalities. Crothall Resident Regional Manager Tony Caswell, who came to UVA Medical Center in 2007, says that when he first came on board, one of the primary objectives was to develop a cohesive team that worked well together. Since then, the management team has evolved to become leaner, stronger, and unified in purpose. This has positioned them well to take on the challenges associated with the TAT initiative.

The primary goals of the initiative include:

- Getting patients into assigned beds in a timely manner
- Minimizing the need for patient transfers
- Making sure patients are discharged when the time is right

It is imperative, Camp notes, to maintain the same high level of cleaning quality, which is assured through random ATP testing and other inspections. While achieving these objectives involves an interdisciplinary effort, Camp acknowledges that Housekeeping’s role is “critical.”
CLIMATE OF EMPOWERMENT
When Caswell and Crothall HR Manager Theresa Jackson began looking at ways to accomplish the TAT goals, they had the idea to bring EVS operations managers, team leaders, and housekeepers into the process. Both Caswell and Jackson viewed this as a way to develop leadership skills among their team members while getting valuable input from the people on the front lines. With this strategy in place, operations managers and team leaders were taught how to read and analyze reports. They now participate in daily meetings where they review bed turn reports and a slew of other data to identify what happened and where they can improve.

“We ask them every day, ‘What have you done to be a leader today?’” Caswell says. “It may be helping someone change a mop bucket or saying thank you to a staff member. It’s really all about them. They’ve got the desire to be better.”

Already a number of changes can be seen within EVS, beginning with the way the shifts work together. Rather than operating as separate entities, the first shift now prepares for the second shift, which prepares for the third shift, and so on. “Everyone helps everyone,” Caswell observes, noting that it is not unusual to see a team leader stay over into the next shift to help with a housekeeping task, like making sure there are enough clean rags.

Another important development is what Camp describes as a “climate of empowerment.” In other words, housekeeping staff members now feel welcome—and encouraged—to share their ideas and input. Some practices that have been implemented include:

- Utilizing floor techs to help with linen stripping and trash removal so housekeepers can focus on cleaning and disinfection
- Making sure patients’ belongings and equipment are removed from rooms upon discharge, so that housekeepers can promptly begin cleaning
- Communicating across different units to prioritize cleaning based on patient needs

SECONDS MATTER
As the initiative within EVS has grown, it has developed an energy all its own and has even been given its own name: Seconds Matter. “If you go after seconds, seconds turn into minutes and minutes produce results,” Caswell explains. Among the documented results so far:

- TAT (measured in minutes) has gone from the low to mid 50s (before the campaign began) to the low 40s for July - September 2012.
- HCAHPS scores related to housekeeping (which measure patient perceptions) are rising and reached 76 for September 2012. That is above state and national averages of 69 and 72, respectively.

“Some of the greatest benefits,” Camp also notes, “are the improved communication and positive relationships that have developed between EVS and Nursing, as well as among other disciplines.”

On Fridays and weekends at the hospital, EVS team members now proudly wear t-shirts that have been printed with their motto. Also, in a personal tribute to Caswell, a group of operations managers and team leaders spearheaded the creation of a video to the music of the popular hit song “Call Me Maybe” by Carly Rae Jepsen. (In place of the lyrics “Call Me Maybe,” they inserted “Seconds Matter.”) “That video tells me that our staff feels valued, united, and committed to patients,” Camp says. “It was their gift to Tony to say, ‘See, your investment in us has paid off.’”

To view the Seconds Matter video, go to www.crothall.com/secondsmatter.
THE NEXT EVOLUTION

Crothall employee development helps propel our people with the right stuff up the career ladder into the ranks of account management. With the launch of the much anticipated EVOLVE, a 12-month training program, operations managers and assistant directors now have an opportunity to develop their leadership skills to the level of assistant or unit director-level positions.

EVOLVE adds to our portfolio of development programs: MIT (Manager in Training), which identifies and develops promising college graduates into new operations managers, and ADAPT, which trains single site managers in the craft of managing multiple accounts and managers. Together, these three opportunities demonstrate the company’s commitment to its value of Professional Development and create a culture of growing from within. “It’s a win-win philosophy and practice for both the company and our people,” said Mark Draganescu, Director of Training and Development.

“They are motivated to participate in their own career development, and we benefit from promoting engaged people, experienced in our culture and processes,” said John Stephens, Vice President, Career Development, Compass Group.

HOW TO BE SELECTED TO EVOLVE

The EVOLVE program was created to align with company core competencies and is open only to those operations managers and assistant directors who have been rated competent for a minimum of two years and who have been identified as having promotion potential. Recently, 67 managers were selected to launch EVOLVE as it was rolled out to the entire company. The participants for EVOLVE are selected based on three criteria: 1) performance appraisal results, 2) a criteria-based interview, and 3) Profile XT (a personality profile) results.

THE PROCESS OF MANAGEMENT EVOLUTION

In order to complete the program’s six demanding leadership modules while fulfilling everyday job requirements, Crothall Training and Development designed the method of delivery to include a blended learning environment. Distance e-learning allows managers to learn while at their work site, keeping travel and work disruption to a minimum. Some courses are available face to face.

Program modules cover six essential areas of managerial development:

**Operational Excellence**
Encompasses managing processes and driving execution while promoting quality for the onsite team.

**Value Champions**
Frames business practices with business ethics and further acculturates developing managers on company values, managing inclusion, and harnessing vision.

**Client and Customer Accountability**
Gives instruction and guidance to address the fact that at this level, a manager has to master crucial relationships with direct clients and other customers within the account.

**Leadership**
Includes another successful program, Developing Dynamic Leadership (DDL). Based on coaching and development team members, managing change, fostering collaboration, and managerial courage.

**Communications**
Develops the skills managers need when guiding and developing people, including written, presentation, and interpersonal communications.

**Performance**
Puts the emphasis on metrics, creating goals and teams that maximize performance. It also addresses the need for personal development while empowering others.

For more information on being selected for the EVOLVE Program, Operations Managers and Assistant Directors should talk to their Regional Managers or their Training and Development Consultant.
**A Changing Complexion**

Cultural competency is a huge concern in healthcare, and as the baby boomer generation ages, the face of the patient population will quickly change. Smart administrators will prepare by constructing a workforce as diverse in language, gender, race, faith, age, values, health beliefs, alternative perspectives, and literacy as the people they serve. The cultural mix has changed. Six years ago,¹ a large urban hospital would have needed three-fifths of its staff to be from multi-cultural backgrounds to match its patient population. In 2012, make that five out of five—100% from multi-cultural backgrounds. Even states that were predominantly homogeneous, such as Idaho, Oregon, and Washington, are seeing rapid change, with a 40% multi-cultural patient base.

Crothall Healthcare’s frontline associates in the support service departments are not only culturally diverse (see charts below), they are managed by culturally competent managers who harness the strengths that come from difference. Crothall’s commitment is carried out and overseen by its Diversity and Inclusion Action Council.

**Strength in Diversity**

In the 1996 film *Multiplicity*, Michael Keaton’s character clones himself, but is unprepared for the fact that his physical replicas have differences in personality, gifts, and perception. His expectation is that the clones will act and think like him in order to handle all of the different demands on his time. This limited perspective turns out to be his *hubris*, turning his solution into an obstacle.

This is exactly like the “old-world” vision of management, where associates were churned out in a cookie cutter mold to work and act like one perfect model. However, what *Multiplicity* teaches the Keaton character is that there can be great advantage in difference—specifically the strengths his clones bring to the variety of roles he has in life. He is much more successful when they all work together, combining their individual perspectives to conquer Keaton’s diverse challenges.

Crothall Healthcare’s operational excellence platform is based on 3 P’s: People, Process, and Performance. While Process and Performance are strengthened by standardization of best practices, it is the People and the combination of their strengths and perspectives that make a difference for our customers and their patients. Crothall leaders are groomed to respect and encourage their associates’ various capabilities and differences, whether performing their jobs or, more importantly, interacting with patients.

**It Makes a Difference**

As members of the care team, our associates interact with and have a quiet influence on the patients they serve. When they can make personal connections with patients, magic happens.

This connection can make our associates the ones nurses ask to communicate with a foreign patient in her native language, leading to lasting friendship and even preparing the patient some traditional recipes. It helps them step in when children or family members need support or special favors. It means that our associates feel empowered to always do whatever is right for the patient. This connection is more than skin deep. It goes right to the heart of who we want to be as an organization.

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¹ “Why Diversity Matters in Health Care,” Jan Salisbury, M.S., Salisbury Consulting, and Sam Byrd, ¡Diversity Works!

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CROTHALL.COM
GEORGE LEACH
EVS Lead
Inova Mount Vernon Hospital
Alexandria, Virginia
Nominated by Kristi Kelley

Working on a locked psychiatric unit requires an understanding that patients may require “tough love” from the care team to keep them safe. One morning, EVS Lead George Leach was collecting linen from the psych unit at Inova Mount Vernon Hospital and was wheeling it out of the unit before he realized his cart was significantly harder to push. It felt heavier, slower, and the cart seemed to move with a mind of its own. That is when George realized that he’d picked up a lot more than dirty linen at the psych unit: he had a stowaway who had almost successfully escaped the locked unit. Without skipping a beat, George turned the cart around and returned the eloping patient to safety. George’s actions won him acclaim as a “Valuable Safety Star” at Inova, and he was invited to the hospital’s yearly learning institute to present his award-winning story of patient care.

JOHANA ADAMS
Team Leader
Memorial Hermann Memorial City Medical Center
Houston, Texas
Nominated by Ken Barry

A devoted teenaged daughter set out to visit her mother at the hospital the day before her surgery. Having received a ride from friends to Memorial Hermann Memorial City Medical Center, she was shocked to learn, after her friends departed, that her mother was actually admitted to a different Memorial Hermann hospital. Unfortunately, the girl had no means of reaching the friends who had brought her, and she had no one else to call. Feeling frantic and alone, she paced the lobby, in tears, and prepared to make the 14-mile walk to the other hospital. That’s when Team Lead Johana Adams stepped in to help the young girl. Knowing that seeing her daughter would be a blessing to the mother facing surgery, Johana approached several hospital employees and gathered enough money to hire the daughter a cab. The surprised and grateful daughter was soon on her way to be at her mother’s side, thanks to Johana.

An EVS Lead realizes there is a “stowaway” on his linen cart and does the right thing.

Finding herself at the wrong hospital, a daughter is transported to her mother by an angel’s caring heart.
December 2012 Winners

Nominated by peers, our Make A Difference Winners are chosen quarterly for their inspiring dedication to improving the lives of those they touch while on the job. A complete list of all nominees for this issue will be available at www.crothall.com/celebrations.

TINA WILDS
Patient Transporter
Presbyterian Hospital Matthews
Matthews, North Carolina
Nominated by Jeff Barnard

Patient Transporter Tina Wilds met a woman and her son when she started transporting him around the hospital for his cancer treatments and tests. Tina has a great reputation as a fun-natured, hardworking, and caring person. She made a great impact on both mother and son during his hospitalization and treatment, but the two women bonded on another level during this time. The patient’s mother especially appreciated Tina’s genuine compassion as her son started to lose his battle. As he started to fade, the mother confided to Tina that the thing she would miss most from her son was his regular Sunday morning telephone call to tell her she was beautiful. The Sunday after her son passed, her telephone rang. Surprised, she picked it up and heard, “You are beautiful.” It was Tina Wilds, calling to let her know that her son’s spirit was alive and well. To date, Tina has continued to call this woman every Sunday morning to repeat this important message.

STEPHEN YEBOAH
Floor Technician
University of Colorado Hospital
Aurora, Colorado
Nominated by Emmanuel Yaw Mensah

The surprising act of floor technician Stephen Yeboah of University of Colorado Hospital restored a medical doctor’s faith in humanity. Stephen found a large sum of money in his rounds and returned the money to the doctor to hold for the rightful owner. According to the physician, he had doubted that trustworthy individuals still existed. When Stephen’s management team asked him why he chose to return the large amount, his response was, “I live by Crothall’s mission and values. Those values have taught me that nothing could ever take the place of integrity, and that is what I aspire to.” The doctor commented that he was especially proud of Stephen’s act, given his position as a floor technician. He wrote about the act in an email to the hospital’s team.
GEORGE LEACH
An EVS Lead realizes there is a “stowaway” on his linen cart and does the right thing.

JOHANA ADAMS
Finding herself at the wrong hospital, a daughter is transported to her mother by an angel's caring heart.

TINA WILDS
A mourning mother is surprised by a Sunday morning phone call and hears her son’s words: “You are beautiful!”

STEPHEN YEBOAH
A floor technician proves that Integrity is alive and well on the Crothall front line.