



NORTHSIDE HOSPITAL SYSTEM BOOSTS PATIENT SATISFACTION AND BED TURNOVER TIMES WITH ARAMARK'S EVS PROGRAM

A Case Study



TWO LOCATIONS EARN NATIONAL RECOGNITION USING SCALABLE, REPEATABLE PROCESSES



Our partnership has yielded triple bottom line benefits—improving the patient experience, improving the health of our populations and reducing the per capita cost of healthcare. The success of our environmental services is critical to achieving these goals through our quality people services — and keeping our patient satisfaction scores high.”

—NORTHSIDE HOSPITAL SPOKESPERSON



While properly managed environmental services (EVS) may not always be visible to patients, they have a significant impact on patient satisfaction. Patients see EVS personnel for an average of 14 minutes each day, sometimes even more contact than they have with their doctor. In addition to a clean room, they expect a level of service that is personalized to their individual hospital experience.

To manage a high volume of patients while providing each individual with a quality experience, hospitals must maintain efficiency without compromising attention to detail.

In 2013, Northside was struggling to achieve this balance. Bed turnover times took twice as long as the national average. The hospital also sought to improve patient satisfaction rates and stabilize leadership of their environmental services department.

Aramark provided leadership, guidance, and innovation to improve service delivery in environmental services. Using a proven approach, employees were trained on best practices in cleaning methodology, patient engagement and communication with nurses. The utilization of an Aramark proprietary computerized maintenance management system provided clear tasks, expectations and time management for all technicians.

Improvements accrued over time and led to national recognition for the hospital system.

After exceeding targets in all three objectives—reducing bed turnover times, improving patient satisfaction and stabilizing leadership—Northside’s Cherokee Hospital received the 2019 *Environmental Services Department of the Year* award from Facilities Management Magazine. Northside Hospital in Atlanta, Northside Hospital Cherokee in Canton and Northside Hospital Forsyth in Cumming were all recognized with the Healthgrades *Outstanding Patient Experience Award* in 2018 and 2019. The success experienced at two locations of the three-hospital system demonstrates how a consistent, proven approach to environmental services is scaled for repeatable performance.

TWO HOSPITALS, ONE APPROACH



Northside Hospital Atlanta Campus

AHE Heart of Healthcare Award in 2014 and 2019

Environmental Services Department of the Year in 2015 award from Facilities Management Magazine

Healthgrades Outstanding Patient Experience Award in 2018 and 2019

As the largest hospital in the Northside system, the Atlanta campus is the No. 1 hospital in the country for labor and delivery, averaging nearly 16,000 births each year. Considering each new mother has five to seven visitors, that's a lot of foot traffic.

- ▶ **Location:** Downtown Atlanta
- ▶ **Gross Square Feet:** 1.3 million
- ▶ **Employees:** more than 11,000
- ▶ **Physicians:** 3,500
- ▶ **Annual Births:** 15,414
- ▶ **Annual Surgeries:** 38,892
- ▶ **Licensed Beds:** 621
- ▶ **EVS Technicians:** 280
- ▶ **Unique Challenges:** Heavy foot traffic, frequent bed turnover, large staff to manage



Northside Hospital Cherokee Campus

Environmental Services Department of the Year in 2019 award from Facilities Management Magazine

Healthgrades Outstanding Patient Experience Award in 2018 and 2019

Located in a smaller city 40 miles from Atlanta, the Cherokee campus opened a new \$264 million state-of-the-art building in 2017. The hospital's bed count jumped from 84 to 158 (88% increase), and its cleanable square footage increased from 225,000 to 450,000 (78% increase). The facility also had additional cleaning needs following the construction.

- ▶ **Location:** Canton, Ga.
- ▶ **Gross Square Feet:** 450,000
- ▶ **Employees:** 2,840
- ▶ **Physicians:** 1,000
- ▶ **Annual Births:** 2,113
- ▶ **Annual Surgeries:** 10,931
- ▶ **Licensed Beds:** 158
- ▶ **EVS Technicians:** 60
- ▶ **Unique Challenges:** Cleaning dust and debris after construction, managing bed turnover with a smaller staff



EVS Services Provided

- Linen collection
- Floor cleaning
- Regulated "Red Bag" collection - medical waste processing, sterilization and disposal
- Floor Mat Leasing Program
- Daily deep cleaning of patient rooms, with an optional "white glove" room refresh in the evenings
- Sharp collection

ARAMARK EVS SERVICES PARTNERSHIP HIGHLIGHTS

Despite significant differences in bed count, square footage and clinical needs, the two Northside hospitals employ the same repeatable EVS program, which includes:

EVS Flex Discharge Team — Multi-disciplinary teams meet regularly to analyze monthly admission and discharge trends and identify peak demand. They adjust EVS staff schedules to ensure staff are available during the busiest times. This decreases wait times and reduces productivity loss during shift changes.

Self-Audit Tool — This health standards tool allows the hospitals to perform monthly self audits and evaluations. The results help them create monthly action plans on everything from staff engagement to key performance indicators (KPIs) to Joint Commission readiness. Unit ratings are calculated based on discussions with patients and the Patient Relations Department. The feedback is used to ensure the hospitals have the right team members assigned to each unit.

Stoplight Reports — Every 90 days, EVS supervisors conduct internal “rounding” — asking staff members key questions about their jobs. Their ideas and recommendations are evaluated and featured in the stoplight reports, along with management feedback to improve overall performance levels.

Shift Leader Inspections — Shift leaders check every floor and room in the hospitals to assess the quality of the facilities. They make recommendations to improve performance based on these first-hand assessments.

Service Technical Excellence Program (STEP) — All team members are evaluated based on performance and coached to improve their standing. They are also made aware of any advancement opportunities. STEP inspires team members to rise higher on their career paths.

Computerized Maintenance Management System (CMMS) — FacilityFitPro™ is a unique, data-driven system that helps optimize staffing levels and schedules based on service standards, room square footage and a number of other critical cleaning variables. It determines the frequency and time for servicing each room and assures optimal use of limited staff.

Environmental Service Technicians — Northside Hospital’s custodians have these titles because they reflect the full scope of their jobs. While their primary job is reducing the risk of infection, they are instructed on how to perform their jobs in ways that delight patients, such as engaging in conversation as appropriate, embodying a hospitality service ethic, and assuring a clean environment. This room service approach helps boost patient satisfaction scores.



Results at a Glance

- ▶ **Reduced bed turnover times from an average of 180 minutes to 48-51 minutes**
- ▶ **Patient satisfaction scores increased from 73.2 in 2012 to 80+ in 2019**
- ▶ **Patient satisfaction reached 90th percentile four times in 2019 at Northside Atlanta**
- ▶ **Over 80% of patients said their room was always clean during their stay**
- ▶ **Employee retention at Northside Cherokee increased by 73% from 2017 to 2018.**
- ▶ **Press Ganey scores improved by more than 11%**
- ▶ **The Northside Cherokee campus reduced cleaning staff overtime hours by 17.54%**

Despite substantial physical, clinical, and operational differences, Northside's hospitals maintain high environmental service standards with Aramark's consistent, repeatable EVS program.

The hospital system's EVS program has steadily increased its Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) "top box" patient satisfaction scores for environmental cleanliness. The scores rose from 73.2 percent in 2012 to over 88 percent by 2019. The Northside Atlanta location even reached the 90th percentile in 2019. Along the way, significant gains in service efficiency, including faster bed turn-around times and average response times, has also increased Press Ganey patient scores and reduced EVS staff overtime hours.

With a new facility providing a full range of services closer to home for many residents in northern Georgia and national recognition, the Northside Hospital System is on a clear path of growth. Having a scalable approach to managing environmental services ensures the hospital will continue to exceed expectations for cleanliness and patient satisfaction for years to come.

About Northside Hospital System

Northside Hospital System is one of Georgia's largest healthcare delivery systems, with five not-for-profit hospitals in Atlanta, Canton, Cumming, Duluth and Lawrenceville, as well as outpatient centers and office buildings throughout the Atlanta region. Northside has nearly 3,900 physicians and more than 24,000 employees serving over 4.6 million patient visits annually with a wide range of medical services. U.S. News & World Report's 2019-20 Best Hospitals rankings listed Northside Atlanta and Northside Forsyth as "High Performing" hospitals in multiple specialties. In 2018 and 2019, three of its hospitals were recognized with the Healthgrades Outstanding Patient Experience Award, the only metro Atlanta hospitals to make the list.

