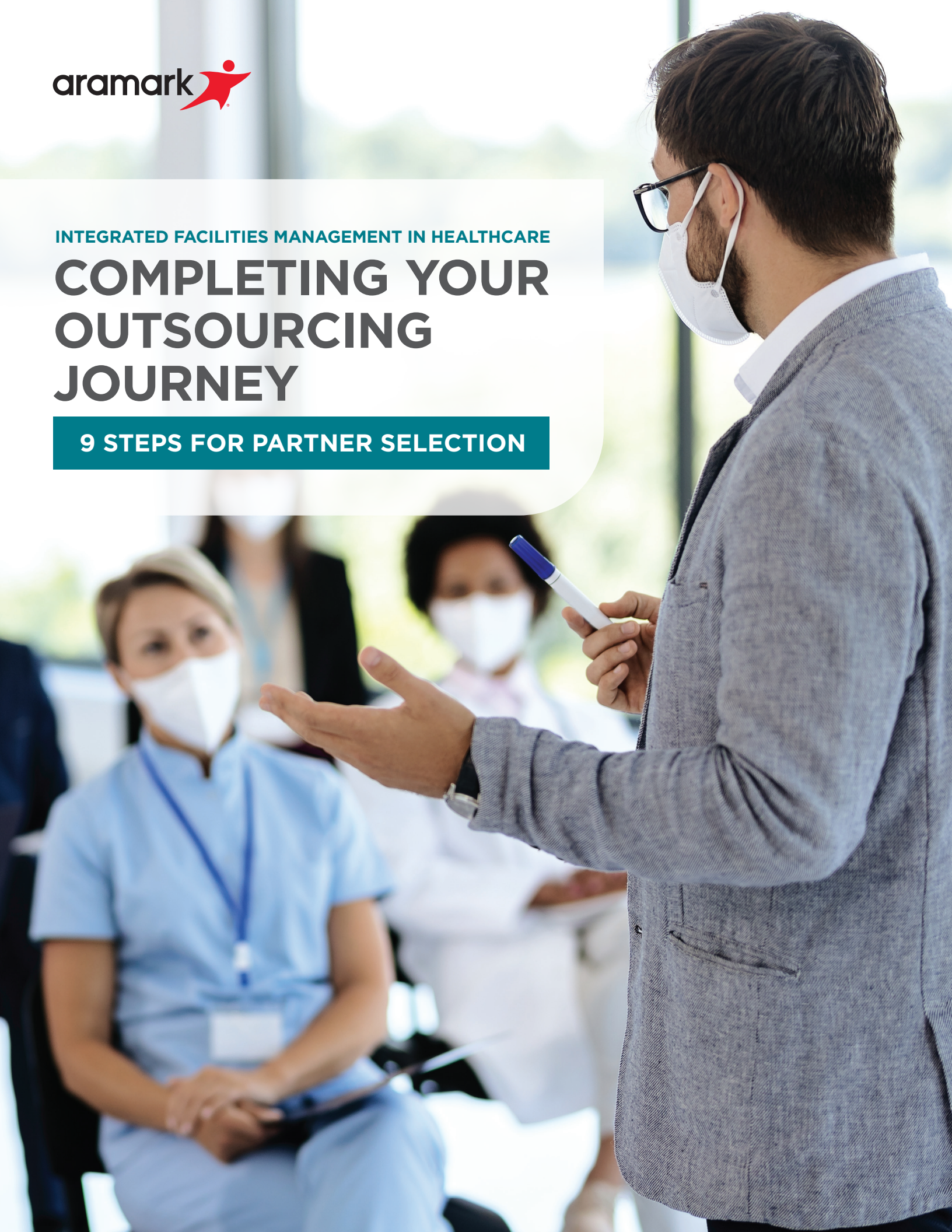




INTEGRATED FACILITIES MANAGEMENT IN HEALTHCARE

COMPLETING YOUR OUTSOURCING JOURNEY

9 STEPS FOR PARTNER SELECTION



Outsourcing support services, like dining and nutrition, environmental services and facilities management is one of the most strategic decisions a healthcare organization can make. The right partner can bring essential capabilities into your facilities and manage them using proven processes. They can accelerate the systemization and standardization required to meet a wide range of critical goals — from patient satisfaction to regulatory compliance. Bottom line, a professional outsource partner can deliver these essential services at a significant cost savings.

Choosing the best outsource partner is the key to optimum success. However, the decision-making process can be complex. How can you ensure your organization chooses the best partner to meet your objectives? This guide provides nine steps to guide your outsource partner selection process.



9 STEPS FOR PARTNER SELECTION

These nine essential steps to choosing a professional services partner give you a foundation for completing your outsourcing journey.

1 CLEARLY DEFINE WHAT YOU WANT TO ACHIEVE

There may be several reasons why your organization has decided to outsource your dining and nutrition, EVS or facilities management. Understanding the reasons why you want to outsource services is key to finding the best partner.

2 FORM A SELECTION COMMITTEE

Appoint members to your selection committee who represent the broad factions of your organization. The greater their involvement is in the process, the higher the likelihood for advocacy. *(See selection team recommendations.)*

3 IDENTIFY POTENTIAL OUTSOURCE PARTNERS

Create a list of potential outsource partners that could meet your key criteria, including competencies, experience, financially stable, senior executives and more to meet your facility management needs.



4 ISSUE A REQUEST FOR SOLUTION, RATHER THAN A REQUEST FOR PROPOSAL

The best strategic relationships begin with a Request for Solution.

Request for proposals (RFPs) are used when soliciting a defined scope of work. You prescribe the work and then get a price for that work. The challenge with this approach for dining and nutrition, EVS or facilities management is that it often results in the **Outsourcing Paradox**, a situation where the service solution is defined by the requestor, rather than the provider, of service. In such a model, innovation and continuous improvement on the part of the partner are stifled and the relationship invariably deteriorates. Instead, develop a detailed, accurate and effective **Request for Solution** to elicit responses tailored to your organization's needs.

Learn how to craft a Request for Solution in our guide, [Outsourcing in Healthcare: Getting the Procurement Process Right](#).

5 PROVIDE PROSPECTIVE PARTNERS ACCESS TO YOUR FACILITIES AND INFORMATION

To create the best solutions for your organization, outsource partners need to see quantitative and qualitative information, including financials and demographic information, dialogues with healthcare providers (clinicians, nurses, staff), site tours of buildings and inspections of mechanical rooms.



6 REVIEW PROPOSALS AND EVALUATE OUTSOURCE COMPANIES

Shortlist companies that meet your predetermined requirements. Conduct due diligence, such as a financial review and checking client references of preferred respondents.

7 SOLICIT ORAL PRESENTATIONS

Ask the best partner candidates to present formal proposals. They will give your team an opportunity to better understand each provider's thought process, capabilities, innovation offerings and cultural fit. Your selection team members will have the opportunity to ask questions before you make your final decision.

8 COMMUNICATE THE OUTCOME WITH YOUR ORGANIZATION

Once your selection committee has chosen your new outsource partner, communicate the result to internal stakeholders as quickly as possible. Include your rationale for the selection, selection team support, facility benefit and the transition process.

9 COMMIT TO YOUR JOURNEY WITH YOUR NEW PARTNER

Make a commitment to support your new partner at every level. With support, you'll gain even greater long-term results.



CREATE THE RIGHT SELECTION TEAM

The likelihood of success in outsource partner decisions will be greatly enhanced if there is broad support for the ultimate service provider across your organization. Each of your selection team members will each have a vested interest in the outcome, so they will be more engaged and determined to ensure the right decision is made.

Here is a general overview of whom to include on your outsource partner selection team.

VP of Finance (CFO)

This person typically initiates the outsourcing process and would want to continue their efforts when choosing a partner.

Finance Team

This team will help determine the budget, negotiate the contract terms and compare value between service providers.

Legal Team

This team will be essential during contract creation and signing.

Human Resources

This team should be included for all labor migrations—union or not.

Nursing Representatives

Outsourcing services directly impacts patients. Nursing representatives with the greatest interaction with patients should have a say in who is awarded the contract.

Board of Trustees Member

They likely serve in an advisory roles only, but may have final approval at the end of the process. As such, they must be kept well informed throughout the process.

Support Services

This group will understand the support needs of the healthcare system.

Other Team Members

Depending on your organization's size, services sought and business processes, this team could include any of the following positions:

- **VP/Director of Facilities**
- **Director of Emergency Department**
- **Director of Infection Control**
- **VP of Human Resources**
- **Head of Nursing**
- **VP of Supply Chain**

Gain Internal Support.

Do you require internal advocacy to hire an outsource partner? See our [five talking points](#) for gaining internal support for seeking a partner in facilities management, EVS and dining services.

GUIDANCE FOR THE SELECTION TEAM

Once convened, the Selection Team is charged with selecting the best partner, while also representing their hospital constituent groups. Here are three keys to assure success by this team:

First — ensure that each member clearly understands his or her role early in the process. Role confusion will create frustration and may cause dissent. For example, employees or senior staff might confuse their role as being one of approval, when it is actually one of consulting, advising or providing information.

Second — ensure the entire team understands the decision process and criteria as early as possible. Establish and publicize key benchmarks so people know when to expect the final decision.

Third — as soon as possible, develop an integrated decision-making and communications plan. Time invested early in this task will avoid problems later in the process.

AS YOU CONSIDER OUTSOURCED SERVICE PARTNERS FOR YOUR HEALTHCARE ORGANIZATION, WE ENCOURAGE YOU TO CONSIDER **ARAMARK. WITH OUR YEARS OF EXPERIENCE PARTNERING WITH HUNDREDS OF HOSPITALS AND HEALTH SYSTEMS, WE ARE COMMITTED TO **DELIVERING THE BEST SERVICES AND OUTCOMES** TO OUR CLIENT PARTNERS.**

Please contact us for more information, case studies and references.

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