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# SYSTEMATIC AND STANDARDIZED APPROACH TO ENVIRONMENT SERVICES

DELIVER SIGNIFICANT DATA-DRIVEN  
RESULTS FOR TOURO INFIRMARY

A Case Study



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# SIGNIFICANT DATA-DRIVEN RESULTS

Having recently appointed a new executive leadership team, Touro Infirmary embarked on a new vision focused on one key objective: Becoming the premier healthcare facility in the New Orleans area. Their central strategy to achieve this goal was to take a data-driven decision making approach to everything, including environmental services performance.

In less than two years, Touro exceeded its goal, achieving significant improvements at every level of the organization. Driving the improvement in its environmental services performance has been Touro's service partner, Aramark. By implementing standard systems designed to positively impact room cleanliness, bed turnaround times and the patient experience, Aramark was able to meet the performance goals established by the new administration.

One aspect of Aramark's service of particular value to Touro was its ability to document performance and provide accountability for outcomes and objectives.

**In the process of improving and standardizing its services, Aramark also introduced several innovative tools including:**

- ▶ A proprietary computerized maintenance management program for use in controlling building environments (i.e., room cleaning, heating and cooling maintenance, patient transportation, inspections/quality control)
- ▶ New technologies, including ultraviolet (UV) light equipment—such as Tru-D SmartUVC, to improve infection prevention
- ▶ Training programs to improve cleanliness and patient interface





Based on Aramark's successful execution on the facility's business goals, Touro has already expanded its service partnership into new areas of its operation. Here are four ways Touro is improving its environmental services performance.

## WIN 1

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### **Improved HCAHPS Room Cleanliness Score by 26%**

Topmost among Touro's goals for its environmental services department was raising its Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) Survey cleanliness score. Together, Aramark and Touro sought to boost its hospital cleanliness score through a combination of employee training and new technologies.

Aramark took a systematic and standardization approach to the challenge, including developing a consistent method for cleaning rooms, educating staff to execute room cleaning tasks in a prescribed fashion, tracking performance, holding staff accountable for their job performance, implementing new technologies and cleaning processes and improving its patient and visitor communication approach. By early 2018, its cleanliness score had increased from 62 to 78—a 26 percent improvement. This score placed the facility in the targeted 90<sup>th</sup> percentile and contributed to an increase in its Medicare reimbursement rate.

## WIN 2

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### **Reduced Bed Turnaround Times by 32%**

Reducing bed turnaround times, and therefore patient wait times, was recognized as a great opportunity to boost patient perception and revenue. Again, Aramark took a systematic approach to the challenge, by identifying the barriers to success, designing solutions to eliminate them, and creating a series of 90-day performance objectives. The approach was supported by system flowcharts, a staff re-education program and daily metrics tracking.

Within one year Touro achieved a bed turnaround time of 61 minutes, a 32% improvement. This lower turnaround time has resulted in a significant milestone for the region—emergency room wait time now averages just six minutes from door to doctor, the fastest turnaround time in New Orleans.

## WIN 3

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### **Environmental Services Operating Results 12% Under Budget**

While Touro needed measurable improvements in room cleanliness and bed turnaround times, it also sought to control costs. Aramark focused its budget optimization efforts on two metrics: staff overtime and floor maintenance. This resulted in operating 12 percent below its budget in 2017. To streamline its operation, the Aramark team used a proprietary technology to map the entire facility and revamp all staff cleaning schedules. This created greater efficiencies and productivity, which reduced staff overtime expenditures from 6.2 to 1.5 percent.

Additional cost savings came from the implementation of a new “game changing” floor coating system, which reduced the frequency of labor-intensive effort of stripping floors. Eliminating this time-consuming and costly process delivered several benefits, including greater staff productivity and significant cost savings. Because the staff no longer has to spend so much time on floor care, they are now deployed to other priority areas.

Within the first year, Aramark had converted half of the facility to this new system. It is estimated that this new approach to floor care will save Touro \$250,000. Additionally, doctors and visitors have commented that Touro is now among the cleanest they've seen in the entire state of Louisiana.

## WIN 4

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### Focused and Motivated Workforce via Clear Communication

With change often comes staff resistance. Aramark overcame this barrier thanks to a combination of proactive planning and ongoing open communication. Because the entire leadership team was new, employees were expecting changes. Aramark took this opportunity to communicate openly with the staff about its new vision for the environmental services department. This approach helped the staff understand the value of the changes and embrace the new program, which reduced any resistance.

The new program was designed to reduce wait times and improve patient care, thereby, making the facility more successful. The staff received thorough training and daily communications regarding objectives and results. They were also rewarded for successes, which helped further motivate individuals and galvanize the team.

Its employee communication and team development program extends further in a number of ways, including bringing in speakers from the hospital to educate employees and share success stories. Employees are also encouraged to gain on-the-job education to advance within the facility.

Based on its significant employee development success, Aramark's system for training and motivating its staff in custodial services at Touro was chosen to be one of the Aramark National Training Academy sites for the cleaning and environmental services.

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## QUICK STATS

- ▶ Achieved 78 on HCAHP cleanliness score—**reaching the 90<sup>th</sup> percentile**
- ▶ 78% of hospital visitors gave a **9 or 10 overall rating** for cleanliness
- ▶ **Lowered bed turnaround time** by **32%** from 90 **to 61 minutes**
- ▶ Operated environmental services **12% below budget**
- ▶ **Reduced overtime** by **76%**
- ▶ **ER wait times dropped to 6 minutes**—the fastest in the New Orleans market
- ▶ **Projected to save \$250K** over 5 years with innovative floor cleaning system



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# ABOUT TOURO INFIRMARY

“Our partnership with Aramark in leading our environmental services program has proven to benefit our staff and patients. It starts with leadership, and the results speak for themselves. Of course, our journey continues for which our Aramark partners will continue to lead the way.”

— David Elgarico, COO, Touro Infirmary



## PARTNERSHIP AT A GLANCE

Physicians: 712

Staff Size: 1,536

Aramark Services: Environmental  
Services  
Linen Distribution

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### About the Touro Infirmary

Founded in 1852, Touro Infirmary is New Orleans' only community-based, faith-based, not-for-profit hospital. In 1923, Touro was one of only 15 hospitals in the country approved to use insulin to treat diabetes. In 1929, Touro was one of the first hospitals in the U.S. to have a physical therapy department. Today, the facility includes a Rehabilitation Center, Family Birthing Center, and cancer, diabetes and heart disease programs.

To find out how Aramark can help your healthcare system deliver significant data-driven results for healthcare facilities, contact Aramark today. For more information visit us at: [healthcareinsights.aramark.com](https://healthcareinsights.aramark.com).