



UPMC SUSQUEHANNA

WILLIAMSPORT, PENNSYLVANIA

QUICK STATS

PARTNER SINCE: 2007

HOSPITALS: 4

LICENSED ACUTE BEDS: 332

LONG-TERM CARE BEDS: 259

SERVES: 12-COUNTY AREA

FOUNDED: 1994

- 25 daily activities transferred from nurses to associates
- 66% improvement in turnover rates for all RNs since 2015
- 71% improvement in turnover rates for first-year RNs since 2015
- 0.8% decrease in turnover rate for all RNs since 2015
- 1.56% decrease in turnover rate for first-year RNs since 2015
- +15-point increase for work climate scores for inpatient nursing

REALLOCATING TASKS GIVES NURSES MORE TIME FOR PATIENT-BASED ACTIVITIES

Just as patients look to nurses for care, nurses rely on their employers to show them the same sense of value. Helping them to put minutes back into caregiving is one of the best ways to go about this. With Aramark in its corner, UPMC Susquehanna had the resources it needed to improve nursing engagement and satisfaction.

It all began with an audit of daily routines and traffic patterns for both nursing staff and support service staff. During this process, auditors identified several jobs that took nurses away from patients and did not optimize their use of time. Take specimen transport, for example. While this task required no special skills, it took 400 minutes out of nurses' days. Now when a specimen needs to be delivered, the nursing staff simply dials a number. The call is logged in Aramark's central customer service software, and the nearest available associate can handle the request. Since these routes align with other scheduled activities, the time added to the associates'

workload is minimal. In the first half of 2017 alone, 7,100 specimen samples were delivered via this approach, giving back a total of 68,000 minutes to the nursing staff.

This was just one of the 25 regular, daily nurse activities that were transferred to unit leaders — work that amounted to more than 23 FTEs. As part of these efforts, Aramark identified trash and soiled linen removal as a chance to help design and pilot the Aethon TUG robot for support services. Using the robot, designed to transport several racks, carts and bins at a time, added nearly 2.5 full-time equivalents (FTEs) back to patient-focused activities and forced the decluttering of hallways.

The improvements in employee satisfaction are clear. In 2015, there was a 1.20% turnover rate for all RNs. This rate saw a 66% improvement in 2017. For first-year RNs, this rate improved even more to 71%. The savings from just a 1% change for these RN roles was \$410,500.

As with any business, employees take better care of their employer when they feel a sense of value. Press Ganey Courtesy measures show that Aramark associates are leading the charge in courtesy scores. They are currently testing a program for the health system called 6S — what they are calling "the next big thing." In this program, multi-skilled associates (MSAs) are responsible for every component of a patient's non-clinical experience. This means that six patient rooms rely on one friendly face to meet all their service needs, from dining to environmental services. For the nursing staff, this means faster delivery for orders and meals, cleaner rooms, more time for nurse communication and the ability to communicate with physicians.

“Our relationship with the Aramark team makes my job so much easier. I have more time to spend with my patients and I am able to communicate so much more with my coworkers and physicians. I can actually spend time planning my patient’s care schedule because I know the Aramark team always has my back and will deliver on any of our needs.”

— 7 EAST REGISTERED NURSE

CHALLENGES

BASIC TIME-CONSUMING TASKS

Tasks requiring no special skills, such as specimen delivery, took nurses away from patients.

SOLUTIONS & RESULTS

SHIFT IN RESPONSIBILITY FOR REGULAR, DAILY ACTIVITIES

Unit leaders were given responsibility for 25 regular, daily activities previously assigned to nurses. Aramark also piloted the Aethon TUG for support services like trash and soiled linen removal.

IMPROVED NURSING ENGAGEMENT AND SATISFACTION

By transferring activities that accounted for more than 23 FTEs, this workload shift has allowed nurses to spend more time on patient-focused tasks. As their engagement with patients has grown, the turnover rate for RNs has been on the decline.

MULTIPLE EMPLOYEES SERVICE SAME PATIENT

Different associates responsible for different components of a patient’s non-clinical experience.

IMPLEMENTING A PROGRAM WITH MULTI-SKILLED ASSOCIATES

Through a health system called 6S, one associate is trained to meet all of the service needs of six patient rooms. This not only leads to faster delivery times for orders and meals as well as cleaner rooms, but it also fosters better communication throughout the workplace.



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advance your healthcare facilities?

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