



MAIN LINE HEALTH FACILITIES & DINING PARTNERSHIP SUCCESS STORY

A Case Study



ARAMARK HEALTHCARE+ PARTNERSHIP RESULTS IN HIGHER PATIENT SCORES, HAPPIER NURSES, INCREASED CAFÉ REVENUE AND MORE

“

We have the utmost confidence in our partnership with Aramark Healthcare+. They have been good stewards of our mission and budget. That's why we extended our contract with them for five more years, without distributing an RFP.”

—MAIN LINE HEALTH SPOKESPERSON

In 2015, Main Line Health in Pennsylvania set two overarching goals for the next five years: Improve its patient scores and boost nurse engagement. A partnership with Aramark Healthcare+ in dining and facilities services proved to be a key catalyst in meeting both objectives. Both of these service areas had extensive contact with the healthcare community and therefore were ideally positioned to change the patient, staff and visitor experience.

Through innovative programs and scaled delivery, Aramark Healthcare+ was able to support Main Line Health in achieving measurable outcomes. Environmental services embraced a new patient engagement strategy, as well as delivered a scalable, efficient services delivery model. Dining introduced *innovation* in food, menu and technology to improve service and offer more enticing cuisine. Combined, these initiatives have exceeded Main Line's goals.





I AM THE PATIENT EXPERIENCE

To increase patient satisfaction scores, Main Line adopted a new philosophy toward its operations, based on the Baldrige Performance Excellence Framework for Healthcare. Under the theme: ***“I am the Patient Experience,”*** the healthcare network created an engagement program where all activities inherently focused around the patients and their families.

As the provider of environmental services, Aramark Healthcare+ quickly embraced this program by hiring a dedicated facilitator, training more than 100 staff, and exhibiting the desired behaviors across six facilities within the network. “Huddle Boards” were created to maintain communication with staff, reinforce messaging and share performance results. Adoption of the program by Aramark Healthcare+ became a model for other departments on how to execute patient engagement. The Aramark Healthcare+ facilitator was asked to train many of the remaining 11,000 employees on the ***“I am the Patient Experience,” leading to further adoption of the “Huddle Boards”*** among other internal departments. Communication between EVS and nursing staff improved, creating a better experience for both patients and clinical staff.

In addition to patient engagement efforts, the team focused on creating a scalable, efficient model for the delivery of environmental services. Operations were consolidated under a single leadership. Best-in-class staffing ratios were achieved through smart scheduling, measurable staffing models and equipment innovation. Patient Connect, a hand-held, patient-rounding tool, was also implemented.

“

Our focus at Main Line Health is on the patient experience. Delivering a great patient experience starts with an engaged nursing staff. The Aramark Healthcare+ team really listens to our needs and brings programs that make our days better and our jobs easier.”

—BARBARA WADSWORTH,
CHIEF NURSING OFFICER

SERVING GOOD FOOD TO BOOST NURSES' MOODS

To create real change in Main Line Health cafés, Aramark Healthcare+ first conducted its Nurse Food survey to understand the experience with the current cafés and food offerings. The results included a correlation between good food and mood, as well as a desire for food variety—especially international cuisine. Over 83 percent of its nurses said they frequently **feel rushed at mealtime**. Meanwhile, a whopping 88 percent agreed that **good food has a positive impact on their mood**. Also, over 67 percent of nurses said they **weren't satisfied with the variety of ethnic offerings** in the hospital cafés.

Based on the survey results, Main Line Health established objectives for implementing a new program:

- ▶ Serve quality menu options made fresh for each order
- ▶ Serve healthy menu options integrated with Aramark Healthcare+'s popular Healthy for Life® health and wellness initiative
- ▶ Make it convenient and fast to order and receive food
- ▶ Allow customers to personalize their orders with no delay in service

The healthcare network piloted its café changes at Lankenau Medical Center. Kiosks sped up the dining experience, enabling nurses to receive their food faster, enjoy their meals and feel refueled when they returned to work. Aramark Healthcare+'s Restaurant Rotation provides increased menu variety. It provides an ever-changing rotation of global cuisines implemented one week at a time throughout the year. The concept features on-trend menus, such as a Korean BIBIM Box, globally inspired ancient grain dishes, and American roadside favorites. These changes have resulted in an increase in higher dining satisfaction scores—a more than 14 percent increase in just one year.

When hospitals design their cafés in ways that respect nurses' time, deliver dining variety and enable meal customization, the results will be positive. The results Lankenau achieved after launching these dining innovations even exceeded its own goals. It led to both further menu expansion, as well as a rollout schedule for all of the healthcare network's cafés.



I love the kiosks. I'm more likely to order from the cafeteria now. It's made it a lot easier to see all of my options and place my order quickly."

—LANKENAU MEDICAL CENTER NURSE



PARTNERSHIP RESULT HIGHLIGHTS



Savings and Growth

- Significant cost reductions in the first two years of implementation
- Nearly \$150K in revenue growth for foodservice operations



Nurse Engagement

- Consistent communication with nursing staff facilitated stronger connections
- Dining satisfaction scores improved from 40.5% in 2016 to 54.8% in 2017



Staff Improvements

- Dining survey response rates skyrocketed from 87% in 2016 to 593% in 2017



Patient Care

- Increased HCAHPS scores 25 percentile points in just two years
- Nurses returned from meal breaks happier and delivered better patient care



MAIN LINE HEALTH-ARAMARK HEALTHCARE+ PARTNERSHIP TOP WINS

Top Win in Facilities

One of the first steps in transforming the culture at Main Line Health was establishing awareness of the patient-centric message to the 11,000-member staff across the network. The goal was for the employees to understand and embrace the organization's new theme, "I am the Patient Experience." Aramark Healthcare+'s Patient Experience expert enthusiastically helped to develop the educational program, including an orientation class, a two-hour deep dive course, and subsequent, refresher courses. A "Train-the-Trainer" approach delivered the program to existing and new employees as they came onboard.

The team embraced the "I Am the Patient Experience" by hiring an IAPE facilitator, and training 100 percent of its current and new staff. In addition, on-site staff seamlessly adopted all of Main Line Health's Patient Experience language and tools (i.e. AIDET Execution, Patient Experience Assessment and Occupied Room Observations), while modifying their existing tools to reflect Main Line Health's content.

Newly created "Huddle Boards," a centrally located bulletin board for communicating performance news and timely messaging, maintained employee communication. The bulletin's content aligned with the new cultural theme and featured daily updates on each unit's scores. Team members could visualize their progress toward assigned goals and tasks. The "Huddle Boards" satisfied a dual purpose for the staff members: Daily reinforcement of the new guiding theme and encouragement to meet their unit goals. The "Huddle Boards" garnered so much attention and success around the hospital that other departments adopted them as well.

The results of these programs have been significant, including

- ▶ 25 percentile point increase in HCAHPS cleanliness scores in just two years
- ▶ Increase ranking in staffing benchmarks by Truven

The relationship has been so successful that MLH extended its partnership with Aramark Healthcare+ and expanded the service agreement to include Patient Transport.

“

We recently expanded our relationship with Aramark Healthcare+ by adding more of their services to our partnership. In retrospect, we should have done this a lot sooner.”

—MAIN LINE HEALTH SPOKESPERSON



Top Win in Cafés

Aramark Healthcare+ leveraged its popular kiosk ordering concept to help hospitals overcome the time-crunch challenge facing most medical workers, which comprise 80 percent of the Lankenau café's clientele. Nurses and other staff members at Lankenau experience an improved dining experience via innovative technology that enables them to more efficiently use their break time, thanks to speedy service and order customization. Kiosks at the grill, sandwich station and two entry points to the café enable customers who know what they want to use their break time more efficiently.

The cafés are also paying more attention to what customers order, and making profitable additions based on that insight. For example, the organization found that many café users order avocado as an add-on item, so it expanded the use of the ingredient into several dishes. By providing exactly what customers want, the café improved its upsell rate by 12 percent, totaling \$68,500 in incremental revenue. Most importantly, by providing exactly what the customer wanted faster, the café was able to improve customer perception of value through quality, convenience and personalization.

With no other investment in redesign or equipment installation, Aramark Healthcare+ leveraged the hospital's existing café, yet made it more efficient and effective. Now, patrons order their main dish at the kiosk, then collect their drinks, chips, desserts and other side dishes while it's being prepared. The whole process takes six minutes or less, allowing staff members more time to sit down, eat and enjoy their meals before returning to work—happier and more satisfied.



About Main Line Health (MLH)

Founded in 1985, MLH is a not-for-profit health system serving portions of Philadelphia and its western suburbs with four acute care hospitals, a rehabilitative medicine facility, a drug treatment center, a homecare and hospice facility, an institute for medical research, and five medical centers. MLH is the recipient of numerous awards for quality care and service, including System Magnet® designation, the nation's highest distinction for nursing excellence, and recognition as among the nation's best employers by *Forbes* magazine.



PARTNERSHIP AT A GLANCE

Partners Since: 2005

Facilities: 6

Staff Size: 11,000+

Physicians on Staff: 2,000+

Patient Beds: 1,400

Aramark Healthcare+ Services:

Food and nutrition Linen distribution
Uniform services Environmental
Patient transport Services
Mail room services

About Lankenau Medical Center

Lankenau is one of the medical centers in the Main Line Health family—and it is one of the Philadelphia region's most honored and respected teaching hospitals. The 370-bed medical center boasts world-class physicians, a wide variety of diagnostic and treatment options, the latest technology and access to cutting-edge research.



PARTNERSHIP AT A GLANCE

Partners Since: 2000

Staff Size: 2,486

Patient Beds: 370

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