

Assessment Gave Road Map for Department Goals



Support for Environmental Services

Executive Summary

The Environmental Services (EVS) department had been without direct leadership for several months. RSA was brought in to observe operations, make recommendations and ultimately provide interim management.

Effective programs, staffing resources and leadership are now in place. The interim team was able to improve bed turnover, cleanliness and patient satisfaction during a six-month assignment.

Challenges

The findings for improvement in the department covered all aspects of this 250-bed acute care operation.

- Staffing was heavy on the 3rd shift
- Heavy overtime use
- Workloads were not balanced

- 30% staff shortages were impacting quality & staff engagement
- Floor care program was limited in skills of staff
- New shift leadership needed training & mentoring
- Area assignments redesigned to support outcomes desired
- Daily and discharge room clean processes were redeveloped for effective disinfecting outcomes

RSA Resource & Support

RSA first gave the facility a scan of the healthcare landscape in 2015 and how it related to the current conditions. RSA then proposed interim management to help impact the changes that were needed. The technical competence of an EVS Director was needed. Exploring the department structure, learning roles and leadership capabilities within the department led to a refined organization structure.

The EVS colleagues were given basic training and appeared to have a good foundation. RSA's team enhanced training materials, levels and used industry resources such as AHE Practice Guidance to develop standards and processes.

The RSA team identified savings opportunities in supplies and products. These changes were implemented within the first 3 months in partnership with the supply chain leaders at the facility.



Results and Future Plans

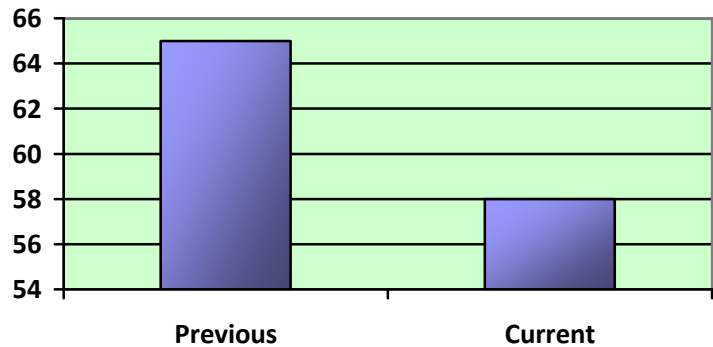
After six months of interim management support the department now boasts:

- A new permanent director
- Realigned staff schedules and work assignments to support peak activities
- Fully staffed the department
- Instituted a new hourly training program
- Improved colleague engagement
- Sustainable practices and processes were established
- Implemented a microfiber mop and cloth program
- Leadership development and training that is on-going
- Supply savings of \$40,000 annually or about 15% of the annual expense for the department

RSA continues to support the department post interim management with weekly calls and check ins to the new management team.

The management team knows that our resources are close by and accessible for their continued improvement.

Bed Turnover Times (In Minutes)



Action Plan: Transformation of the Department

Progress for Program Improvements	7-Mar	14-Mar	21-Mar	1-Apr	15-Apr	29-Apr	9-May	16-May	23-May	1-Jun	13-Jun	15-Jun	1-Jul
Interim Director on Board	X												
Introductions, Operation Review, Staff Assessments	X	X											
Finalize Report and Approval to Move Forward with Plans			X										
Set up Systems, Computers, Cisco phones, Bed tracking, Human Resources, Time/Attendance, etc.		X	X										
Create Detail plans for staffing and operations; schedules, training tools, dept processes, etc.		X	X	X									
Review, Procure and Implement Staff Uniforms				X		X		X					
Finalize all job descriptions, ready for posting					X								
Finalize Staffing Plans and FTEs					X								
Meeting with Staff & Leadership Review Final						X							
Build Space Plan & Job Assignments			X	X	X								
Convert to Microfiber Mops & Cloths			X	X	X	X	X						
Review Staff Training and Develop Program			X	X	X	X							
Training			X	X	X	X	X	X	X	X	X	X	
Review equipment and smallware needs		X											
Review equipment service program		X											
Review chemical program; Make changes			X					X					
Review Floor Care program			X										
Review general supplies; Make changes				X						X			
Training on Floor Care equipment and processes				X	X	X	X						
Set up Floor Care and project schedule				X	X	X							
Implement Building Clean and Floor Care Programs							X	X	X	X	X		
Review / Develop Policies & Procedures				X	X	X	X	X					

