

## The transition from outsourced to hospital-managed support services

Our consultants assisted in transitioning the business structure from outsourced services to internal management of hospital support departments at two large academic medical centers with multiple hospital campuses. Their services included:

- Assessing project and change impacts for Environmental Services, Laundry and Linen, and Inpatient Transportation departments and developing a transition strategy aligned to Health Systems goals.
- Providing an on-sight management team to support impacted departments throughout the transition process.
- Updating job descriptions, policies, procedures, and staff training programs to reflect the new business model.
- Developing and implementing a Readiness Plan to interview, select, and orient Department Directors and over 65 new managers.
- Evaluating key performance indicators and recommending resource and process recommendations for sustained success.

