

GOOD TO BEST



Steve McKenna, CDM
Director, Field Operations
DM&A

Steve brings a broad array of service skills to our team, with hospitality and management experience across a wide spectrum. Most recently he served for twelve years in corporate services for a major healthcare organization, where his portfolio included, not only food and nutrition services, but also environmental services and a number of other hospital disciplines, including, life safety, patient transportation, laundry services, television and telecommunication, and records management.

A former restaurateur, Steve has been a featured speaker at healthcare symposiums and has collaborated with the Culinary Institute of America, training students in healthcare foodservice. His collaborative approach to meal delivery has been featured in nursing periodicals and his dining programs have also been cited in published articles.

Previously, Steve has held regional management positions with several contract companies. In one role, he operated food and nutrition services for fifteen hospitals and long-term care communities throughout the northeast. In another, he oversaw over twenty business dining and catering accounts for well-known corporate clients. His expertise brings DM&A the opportunity to further expand our menu of services, as we continue to offer our clients a wide array of avenues in which to go from “Good to Best”. His roles include project manager for room service, as well as leading Destination 10[®] programs for both foodservice and EVS departments.

HOW TO TAKE YOUR EVS OPERATION FROM GOOD TO BEST

STEVE MCKENNA

Director, Field Operations

Organizations make these decisions for several reasons... good ones



- Efficiency of reporting and cost savings
- Trust in YOU and your work history
- Opportunity for a leader to spread his/her wings...a job interview in slow motion
- Don't let the organization see it as an **EASY BUTTON**; these are complex services

- Remember that organizational leaders may not have a full understanding of the inner working and complexity of service departments
- They may be so busy that they manage by the “my phone isn’t ringing and the budget is met” school, so we need to be EDUCATORS also!
- So your job in each department is to demonstrate VALUE , and to show that the VALUE results from your leadership, not circumstances (new equipment, new building, single rooms, new café) or random chance
- VALUE in service departments can be defined in a number of ways, including:
 - Changing the culture
 - Changing the outcomes
 - Raising revenue and lowering cost *and risk*

What are some similarities between Food & Nutrition and Environmental Services departments?

Both are “on stage” departments



- They have the opportunity to serve as ambassadors for the organization...speaking to care and concern as well as safety. We are in front of our customers ALL THE TIME
- Customers perceive that they know a lot about our products, and in fact they do. Everyone knows “clean”, “looks and tastes good” and “I felt important”. Not everyone knows how to read an X-ray.
- We bring good things...a meal, a safe environment. We never deliver a frightening medical diagnosis, we don’t use sharp needles.
- Our on stage presence and key words can set the tone for the entire patient experience
- This reinforces our need to define ourselves as care-providers! We don’t want to be seen as floor-moppers or Ethel the lunch lady, but it is our responsibility to grab hold of an elevated role, it won’t necessarily be handed to us

Both are “script driven”



- The use of key words prompts the customer to anticipate a certain kind of care experience
- (Knock), “good morning, my name is ____, I have your breakfast, may I come in? Where would you like the tray? Would you like some help with the coffee lid?”
- (Knock), good morning, my name is ____, I would like to clean your bathroom and empty the trash, it would take about 5 minutes, is this a good time? “
- “Did I miss anything?”
- “Is everything as you hoped?”
- “I will be back a bit later”, for your tray, to sweep, etc.

Both are standards-driven



- Meals served per minute
- Meal delivery in 45 minutes max
- Cost per meal or day
- Area cleaned by square foot /FTE
- Occupied rooms cleaned in 15 minutes and cleaned CORRECTLY
- Discharge rooms cleaned in 45 minutes and cleaned CORRECTLY
- Food and refrigerator temperatures compliant
- Waste streams segregated and monitored (municipal trash; hazardous waste (red bag); acutely hazardous waste (chemo))
- Inspecting what you expect is critical to leaders in both areas: key words, taste tests (scored, please), visual room inspections (scored, please)

What are some differences?



- The EVS business does not yet have a universal language comparable to “net cost per meal or day” (AHE is working on this project. Initial attempts in years past did not yield enough data to develop reliable conclusions)
- Many operators use 8000-10,000 net cleanable square feet per FTE, but that is an overly broad brush: how much is carpet? Do you clean the operating room suites? Do you have a number of off campus medical offices requiring a different metric?
- Cost avoidance has some commonalities, but EVS tends to have a higher risk, and compliance can be more readily measured. There are in-room measuring devices such as ATP systems which can objectively determine if a surface is adequately bug-free. Foodborne illnesses are trickier to identify and trace.
- Costs of a hospital-acquired infection can be in the tens of thousands of dollars
- Surfaces exposed to different pathogens require very different chemicals

If you are a F&N leader assigned to EVS, get to know some basics!



- Use AHE (similar to AHF) website and list-serv groups to keep up
- Understand hot buttons, like.....
- UNITIZING: a term that is constantly in use but commonly misunderstood
- UNITIZING is a process by which EVS activities are time-measured. A common time standard is applied to a task, such as a discharge room cleaning. The number and size of common area items is assessed (sinks, tubs, furniture cleaning, etc.)
- The mathematical results are used to build a schedule objectively
- Who is “slow”, who is “fast”, who “takes a lot of breaks”, who “likes the second floor”none of these factors contribute to building an objective schedule

Is this a job?



- I was asked to clean South 6, which has a census today of 24
- We know that the hallways, public bathrooms, and furniture in this area requires 1.5 hours per day
- I also got paged to do 4 discharge cleans
- LET'S do the math....
- 24 rooms at 15 minutes = 6 hours
- Add 1.5 hours for common space
- Add 4 discharges x 45 minutes = 3 hours
- Total is 10.5 hours, that is more than one 8-hour job!
- But If my census goes down to 12 patients, and I have no discharges, I should expect to be reassigned to another area for part of my day!

So what kind of leader is needed for multi-departmental roles like this?

The same kind of leader needed by any organization in any role, a catalytic leader...someone whose skill, energy and example leads to not only personal success but to the success of others!

How do I know if I am one, or becoming one?



- I am willing and able to have the crucial conversation
- I lean toward YES rather than NO, which doesn't make me a miracle worker, but makes my internal and external customers see me as a problem-solver

I am visible!



- I tour the building, but with a purpose, both greeting and assessing
- I inspect, I ask questions, I don't thin out the standards by thinking "close enough"