



**Maine Medical Center
Environmental Services
Department of the Year Application**



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Question 1:

Please provide a summary of your environmental services department's major accomplishments and results (i.e. employee satisfaction, departmental retention rate, department employee career path, internal customer service satisfaction).

The major accomplishments of our department for 2006 can be broken into several areas. Customer focus activities, employee focused activities, patient safety, organizational support, infection prevention, and increase in departmental responsibilities. The following is a summary of our major accomplishments and results in 2006.

Customer Satisfaction

- In the area of customer support we are most proud of our Customer Satisfaction scores. These scores are derived from AVATAR, a nationally recognized patient satisfaction survey company. The focus to improve these scores became one of our departmental annual goals for 2006. Following the hospital's Quality Improvement Model, we began by analyzing the current data and looking at implementation of specific changes to improve our scores. The year ended with our scores in the 90s for hospital cleanliness, room cleanliness and staff professionalism. The department continues to score high in our departmental specific areas. Department scores have become one of our agenda items in our monthly departmental staff meeting. Employees are also able to see their area specific scores and be praised for their outstanding work.

Employee Focused Activities

- Employee focused activities begin with our focus in staff training and knowledge. Implementation of our "3 to 45 day" training model helps all new hires to be as successful as possible. The key to this model is based on the learning steps of gaining knowledge, learning skills and achieving competency in departmental tasks. Starting with a classroom setting, we help guide new staff while they begin building departmental knowledge in a team atmosphere. Lead staff then trains new employees in cleaning techniques, building their knowledge into skill. Continued follow up by the Lead helps the new hire set a work pace and allows them to become competent in their new job. This process continues over the first 45 days of employment or until the new employee shows competency at meeting all of our procedural expectations.
- In 2006 the early stages of planning for an employee newsletter begun. A contest was held to decide on the name of the newsletter and also an outline of what the content would include was designed. This publication will be a collection of stories celebrating the personal and professional successes that our staff experience and a sharing of information about what we all contribute to Maine Medical Center.
- Each month, the supervisory staff elects one outstanding employee to receive recognition as Employee of the Month. This employee is recognized for their great customer service skills, ability to act as a team player, shows a positive attitude during interactions with other hospital staff, and has perfect attendance for the month. The winner is recognized in front of their peers and their photo is taken and displayed in the department for the month.
- The department has many annual activities that support departmental teamwork and morale. The departmental summer outing, which is held at a local day resort, is open to all staff and their family members. This allows us all a day of fun, good food, swimming and great team building at this departmentally funded activity.
- The department joins the housekeeping industry in September by recognizing staff during Environmental Services Week. This is a week which includes pizza, raffles, games, and fun.
- The department has a holiday gift for staff that we present just before the holiday season. Every staff person receives a turkey which is presented by department leadership.
- As a personal touch, we also mail birthday cards to all staff.

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- Our departmental leadership takes an active role in the United Way campaign and the hospital's "Annual Giving" campaign. The department takes great pride in these programs, leading the organization in the percentage of staff that participates.

Patient Safety and Infection Prevention

- The department has played a strong role in working with infection control and the hospital initiative around safe patient and family centered care. The department collaborated with one of the hospital's pharmacy doctors to look at the different responses of the C-Diff spore to different disinfectants. The department created a single way to clean all the different Drug Resistant Organisms rooms to limit the confusion of what disinfectant to use on what precaution. The collective work done with disinfectants, cleaning schedules and the use of bleach in the patient environment has improved our infection prevention initiatives significantly.
- The department took on the added operational responsibility of the institution's alcohol gel dispensers. Not only filling them but also keeping them functioning and in good appearance.

Organizational support

- In support of Maine Medical Center's organizational commitment to participate in the national Institute for Healthcare Improvement (IHI) project, Environmental Services staff became very active in this initiative. In this project we did several test diagnostics related to patient flow and patient discharges. The support we provided was a detailed analysis of the data from the Teletracking System (an automated patient discharge notification system). In this analysis we were able to create a new staffing model to better support the patient flow throughout the hospital. Based on these reports we were granted additional staff in October 2006 to improve patient flow. The department's statistics on bed turnaround are currently tracked and published on the hospital's electronic QA score card.
The following initiatives highlight our involvement:
 - The facility's goal was to reduce wait times for patients in the Emergency Department from admission to bed assignment. Throughout the day, Environmental Services supervisors work closely with Admitting and Emergency Department personnel to prioritize and delegate the responsibility of hospital bed cleaning.
 - The Surgical Services Department (operating room) was finding a large number of delayed surgical cases in response to the inability to move a post surgical patient to an inpatient bed. Streamlining this process allowed the recovery and operating areas to accommodate scheduled and emergent surgical cases more quickly.
 - The process to request an urgent or "STAT" clean of a recently discharged patient's room was redefined. A new process was created between the Bed Manager and Admitting Department to request a "STAT" clean.
- In addition to IHI, the department supported a test trial in the storage and delivery of stretchers and wheelchairs to all nursing locations. In this trial, the Environmental Services Department took on all movement, storage, and cleaning of empty stretchers and wheelchairs. The trial was tested for 60 days with no additional staffing to the department. The trial worked well for all the departments involved and is still waiting general funding for ongoing support.

Question 2:

Please describe the specific educational and training programs your department deployed in 2006 to improve infection control and prevention:

The Maine Medical Center's Environmental Services Department deployed many specific programs in . . . to improve infection control and prevention. The deployed programs were both departmental based training and collaboration with infection control and nursing units.

New Hire Training

- Once a new hire completes a two day hospital and departmental orientation which includes a review of all OSHA mandatory trainings, they begin "3-45 day training" which evaluates each employee's adherence to department cleaning processes, infection control and prevention protocols, use of personal protective equipment, safety standards, and customer service expectations. New hires are under close supervision and support until they prove they have knowledge, skill, and competency to department responsibilities with personal dedication to these standards.

10 Step Cleaning

- Annually each employee goes through retraining of our 10 Step cleaning process. This department procedure for completing housekeeping duties in every patient room helps the employees understand their role in infection control and prevention. Routine lead and supervisor inspections, including patient interviews, are performed on all housekeeping staff to assure standards of cleanliness and infection control are maintained.

Bleach Cleaning

- The implementation in . . . of using bleach in all precaution rooms (Contact, Drug Resistant Organism, Droplet and Airborne Precautions) so that Environmental Services staff has only one process to follow has helped to avoid confusion and eliminate errors in chemical usage.
- Pam Stogsdill, M.D., Co-director of the Antimicrobial Stewardship Program, spoke about C-Diff at a department staff meeting in order to explain the research results of using bleach versus standard cleaning chemicals (disinfectants) in precaution rooms. This training helped staff know that how they performed their job can make a difference in the care patients receive.

Housekeeping Carts

- The department reviewed and reestablished housekeeping cart standards. By using these standards we have been able to maintain consistent standards of cleanliness and use of infection control procedures. Removing trash bags which were previously attached on the outside of the cart and placing trash inside the cart, we are now better able to protect patients, visitors and staff who potentially would come in contact with our housekeeping carts. Removing excessive supplies from the cart assures all chemicals are used within expiration dates and ensures that consistent cleaning materials are used throughout all areas of the hospital.
- The department had employee champions who helped the leadership team establish cart standards. This employee group worked with department staff to communicate changes that staff were expected to follow; they assisted our leadership team by providing feedback allowing us to better meet the needs of department staff.

Training Comprehension

- With a culturally diverse department such as ours, including eight different primary languages, we utilize our hospital's Interpreter Services at all staff meetings and employee trainings. Although we have high standards for English proficiency in our hiring process, we want to assure ongoing educational opportunities for some of our long term employees who have limited language ability. Having interpreter services assist us in communications with our staff assures us that our staff has gained the appropriate knowledge to safely complete their daily tasks in infection control.

Emergency Preparedness

- Our staff has been asked to act as front-line responders during any disaster/emergency event which involves any possible contamination by chemical or biological elements. We have been trained to set up the decontamination tent as well as act as runners and security for this area to help reduce the risk of contamination to other populations during disaster response.

Question 3:

Describe any significant productivity improvements your department has achieved in the past 12 months, emphasizing the role teamwork played in the gains?

Over the past twelve months we have made the following significant productivity improvements in the Environmental Services Department. Most of the improvements involved the cooperation of other departments at this facility.

Discharge Checkout Staff to Increase Patient Flow

- Back in 2005 a study was conducted by Environmental Services using a bed tracking system to study the timing of discharges/transfers and how to effectively clean them. Out of this study it was determined the addition of six dedicated discharge personnel would impact the turn around times of discharges/transfers significantly. In 2006 this program was put into place hiring six discharge personnel staggered throughout the day. The program was a success in different ways than expected. As we hired more staff to handle discharges/transfers an increased number of them were given to us to complete. By the end of the year we were cleaning over one thousand more discharges/transfers than the year before. Even with this increase, the turnaround times still decreased.

Bed Tracking IHI

- Environmental Services has been closely involved with Nursing trying to improve the flow of patients through the facility. By using bed tracking we have been educating Nursing units as to when their patients are discharged/transferred. What has been shown so far is that on average, patients are discharged late in the. This has caused flow backups when the hospital is full. Using our data, Nursing has been able to develop new programs that will improve patient flow and will be rolled out in 2007. Though the early indication is showing small improvement we are confident there will be an impact in the up coming year.

5 PM Bed Meeting with Nursing Supervisors

- Patient flow is such a complex and changing problem we have developed a strong communication system with Nursing. This communication starts with a status report we receive every morning giving us an idea where we will need to focus our attention for the day. Throughout the day, Nursing communicates with Environmental Services when there is a room that needs a higher priority. In the evening, our department leadership meets with the Nursing Supervisor. This again, allows us to review where Environmental Services staff may best focus their attention to support nursing staff and patient needs. Even into the overnight shift, our leadership team continues to check in with nursing leadership to resolve any bed issues. This open communication has strengthened our relationship with Nursing and has helped to ease the bed flow problems.

IDP Floor Care Products – Implementation at Offsite

- The main campus of Maine Medical Center uses floor care products from IDP Labs. The department has found these products to be labor saving and produce a consistently high appearance in all areas. One of the positive impacts that IDP products have had is the decreased amount of time required to do a scrub and recoat in a patient room. Under the guidance of nursing staff, we have been allowed greater access to patient rooms for short periods of time so that we can complete floor care projects. In 2006 we implemented the IDP products at a large offsite rehab facility. The outcome was a better looking facility which used fewer hours to maintain.

New Linen Processing Facility

- In December the Department opened a New Linen Processing Facility. This new state-of-the-art facility was built to replace an antiquated in-house laundry which was located in the basement of the oldest part of the hospital. The design was created to be as productive as any new facility could be and to maximize the new space. Automated sort and rail systems and tunnel washer and dryers process linens from soiled to clean. On the clean side, a rail delivery system and high speed iron line with new finish folding equipment support the 100 pounds per operator hour. This is one-third more productive than the old laundry. Soon this new facility will take on other healthcare linen needs of affiliated facilities.

Question 4:

How is your department using technology to improve efficiency and quality (include mention of systems such as PDAs, robotics, patient and bed-tracking systems, scheduling systems, RFID, etc.)?



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The Environmental Services department has committed to utilizing and implementing new technology either through organizational pilot programs or routine capital purchases. With this financial and operational commitment, we have set requirements that all of our leadership staff will be computer literate and provide each supervisor with a Pocket PC for note taking and quality inspections. A significant portion of the leadership staff's day revolves around the use of technology, such as: email in GroupWise, performing inspections, creating training programs in power point, or project planning within our quality assurance program.

Organizationally, we keep a close eye on other major capital software improvements that could be of use and create operational efficiencies within our department. In keeping a strong relationship with key personnel in Information Services, we have been very successful in gaining access to and implementing changes for our internal use of the following resources:

OneStaff - Complete payroll and scheduling software with features that includes:

- Employee demographics
- Duty qualifications for employees and scheduling based on those needs
- Forward scheduling and vacancy notification
- Detailed reporting of employees attendance

Air Messenger Pro - Text messaging for housekeepers and runners

The ability to communicate the required task to a staff person reduces the number of calls by dispatcher to staff and staff to dispatcher to complete the departments work.

Par X - for simplified electronic ordering of supplies

- Wand is brought to closets and needed inventory is entered into it
- Wand is then connected with supply department, reducing the need to calculate and order by personal computer
- Supplies are delivered directly to nursing floor closet, reducing the time needed by a housekeeper to stock their own closets

BedTracking - Bed management

- Integrated with staff pagers for instant notification of vacant beds
- Logic setup for Supervisor notification on delays or out of the norm bed status

Success Factors - Online performance reviews

This electronic document saves the supervisor time in the completion of annual performance reviews.

Avaya Phone System - Custom setup for departmental call center

- The system was designed to allow friendly customer holding and forwarding of calls beyond a certain call volume

Avatar - Online monitoring of patient satisfaction survey results

- Results can be reviewed online anytime
- Allows for detailed breakdown of categories (inpatient/outpatient) or specific nursing unit
- Historical data is kept electronically for easy retrieval

Internally we have been looking at ways to reduce daily paperwork, improve staff productivity, and perform paperless quality inspections all within one solution. This search led us to Environmental Services Computer Tools who we worked closely with through 2000 to plan and gain funding for a full implementation. While the software was not installed until the spring of 2001, countless hours and conversations were happening behind the scenes to ensure a smooth transition and immediate use of Environmental Services Computer Tools. During this transition and planning phase we utilized Blue Print Pro for quality assurance, but found it did not meet our overall goals and was difficult to program and operate. The decision to change to Environmental Services Computer Tools has been a valuable one, allowing for more inspections, objective reassessments of current duty lists and the ability to easily track project work.

Question 5:

Detail the specific steps your team employed during 2006 to improve infection prevention efforts (describe programs such as initiatives to improve hand-washing compliance, in-service and training programs on proper cleaning and disinfection techniques, vendor training, programs to prevent the spread of specific organisms (C-Diff, noro-virus), etc.):



The Environmental Services Team employed many specific steps and initiatives to improve infection prevention in .

Departmental Training

The Department implemented a training supervisor specifically focused to revise and update departmental training for new hires and existing staff. This position came from a reorganization of the Department within the supervisory team and their responsibilities. This position has made it possible for the department to have staff that is better trained to perform department responsibilities. In the end we have a cleaner and safer hospital environment for patient care.

- One supervisor is responsible for all departmental orientations, training programs, staff meetings, publication of the departmental newsletter and special department functions.
- Development of a two day departmental orientation and a “3-45 day training” coaching and mentoring program.
- Topics covered in training include:
 - Bloodborne Pathogens & Infection Control
 - Hazardous Waste Disposal
 - Material Safety Data Sheets and Chemical Safety
 - Precaution Room Standards & Personal Protective Equipment
 - Usage
 - 10 Step Cleaning
- Frontline staff has a better understanding of the impact of infection control when increased training occurs.

Efforts to control the spread of C-Diff

- The Department leadership participated in a research study conducted by Robert C.Owens, Jr. Pharm.D. In this research he looked at the relationship of C-Diff, disinfectants, and the patient environment. We created a process to look at disinfectants; quats, peroxides, stabilized bleach and bleach.
- The results showed the effect some disinfectants had with the current strain of C-Diff. The final outcome brought us back to the use of bleach mixed daily for all Drug Resistant Organisms precaution rooms.
- The outcomes of these activities were published by Robert C.Owens, Jr. Pharm.D in the Pharmacotherapy 2006 publication.
- The Maine Medical Center, Center for Performance Improvement (CPI), awarded the team’s work a 3rd place award to the Annual Dr. Paul M.Cox CPI Award. The internal quality improvement contest had over 35 submissions by clinical and non clinical departments presenting the work done to improve quality of care. This was the second time the Environmental Service Department team had been recognized by the CPI group at Maine Medical Center. The department won first place in 2005 for its “Collaboration with Nursing for the care of the patient environment”.
- The hospital also implemented the use of alcohol gel in patient rooms and corridors.
- The Environmental Services Department has taken on the responsibility to fill these dispensers in all locations. In addition, Environmental Services Department works with nursing to remove or cover the alcohol dispenser in any C-Diff room, as we have learned that alcohol is not effective on C-Diff.

Implementation to the teams' work

- The Department took the lead to provide a single process to clean Drug Resistant Organisms precaution rooms. All staff has been trained to understand the Drug Resistant Organisms cleaning processes.
- The Department also monitors with infection control the number of rooms on precaution by nursing unit, changing disinfectants to beach when a preset threshold of precaution rooms is obtained on any single patient floor.
- Environmental Services Department supports the nursing units by a daily delivery of ready to use 10:1 bleach solution used for cleaning of common patient care equipment.

Question 6:

Explain the specific waste reduction and recycling initiatives your facilities employed during 2009 (e.g., waste minimization, eliminating mercury, reducing pharmaceutical, hazardous and medical waste streams, etc.):

During 2006 Maine Medical Center was involved in many different waste reduction programs designed to reduce/recycle solid waste products. Here are examples of our accomplishments.

Environmental Services

- Paper Recycling
 - There are 180 confidential bins throughout the hospital. The vendor hauls away paper and confidentially disposes of paper waste. Over 26,000 pounds of paper is recycled through the confidential system.
- Biomedical Waste
 - We process biomedical waste at a new in state processing plant owned and operated through the Maine Hospital Association. Reusable plastic containers are used to transfer waste to the process facility. Maine Medical Center previously used cardboard for medical waste disposal.

Nutrition Services

- Uses recycled napkins at the Bramhall, Scarborough and Brighton campuses. This coupled with better napkins dispensing system has reduced the number of napkins used.
- Local vendors are used whenever possible in an effort to support local businesses. For example fish, blueberries, tomatoes.
- Exploring alternatives to Styrofoam in 2006. A pilot program will be in place once the new Scarborough Surgery Center is opened in August 2007.

Facilities

- Annually thirty percent of Maine Medical Center's power is produced from renewable or green power.
- We reduced carbon dioxide output by 5,700,000 pounds in fiscal year 2006. This is equivalent to 570 automobiles taken off the road or planting 800 acres of trees.
- We reduced water consumption by 46,300,000 gallons over the last 10 years.
- Maine Medical Center upgraded to high efficiency light bulbs in 2006 which conserves 2.4 million kWh each year. This is equivalent to 3,600,000 pounds of carbon dioxide or removing 358 cars from the road or planting 500 acres of trees. We recycle light bulbs.
- Our sewage water has reduced 41 percent in 10 years resulting in 61,561 cubic feet of savings.
- Annually metal products – beds, etc. are donated to a local recycling person who picks up and hauls them away for recycling in 2006 the hospital replace approx 100 beds. Used equipment is donated to Konbit Sante, which assists medical communities in impoverished countries.

Linen Services

- The Linen processing Facility was designed and constructed in 2003 with many energy efficient and energy recovery systems as possible. Heat recovery systems help in hot water generation. Energy efficient lighting was installed. The new equipment is highly insulated and the tunnel washer is ability to reuse the rinse water. The compressed air system earned an energy rebate from the state of Maine.

Safety

- The Maine Medical Center Safety Office is responsible for the proper disposal of hazardous waste. Under their direction we dispose/recycle universal waste and chemical waste.

Question 7:

How has your ES/Housekeeping department expanded its value to your organization (examples might include assuming greater responsibilities in areas such as managing transportation, grounds, valet services, implementing staff motivation or recognition programs, participating in patient translation services, etc.)?

Over the past year Environmental Services has expanded its value to the organization by assuming greater responsibility or expanding the services provided in the following areas:

Expanded Services

- Valet Service was a contracted service that was brought in-house and placed under Environmental Services. The quality and customer satisfaction has increased substantially.
- The Switchboard that was managed by another department was moved under the Environmental Services umbrella this past year. Staff morale has improved with the introduction of Employee Recognition Programs such as Spot Awards and Employee of the Month. Improvements in customer service were implemented with a few process changes, these changes are the current standards in Environmental Services and Security Services.
- Outside Services has undergone changes in its leadership that created much better services in the Grounds, Locksmith, and Parking Departments. The Grounds Department is maintaining a high standard in appearance in spite of the ongoing construction in front of the building. The Locksmith Department has cleaned up its back orders and is working on a two day turn around time on all requests. The Parking Department has incorporated innovative programs to deal with the strained parking garage. (Expanded shuttle service from satellite lots and asking volunteers to walk to work from nearby satellite lots are working to alleviate the parking challenges.)

Wheelchair and Stretcher Program

- Often Environmental Services is asked to help in areas that do not fall under our standard responsibilities. The wheelchair and stretcher delivery program was one of them. There was a need to have stretchers and wheelchairs available to PACU, Ambulatory Surgery Unit, and the Emergency Department with limited storage in these units. Environmental Services leadership was asked to help solve this problem. Our solution was to deliver a specific number of wheelchairs and stretchers to the location before the beginning of their shift and to have a few on hand in the limited storage. As the day progressed Environmental Services staff would take away extra equipment and place it into Environmental Services storage or deliver equipment from storage if more was required. This process saved the nursing staff in these three units a great deal of time and frustration searching the facility for stretchers and wheelchairs.

Van-Go

- An additional problem that was presented to the team was how we move patients who have been discharged out of their room so the room can be processed for another patient in a timely manner. Many ideas were discussed by the team and the idea that was trialed was a program Maine Medical Center called Van-Go. This program provided certain patients transportation from the hospital to their home at no cost. Van-Go freed up patient rooms when the only thing holding the patient here was a ride home. We received positive feedback from the patients that used the service.

Committee Involvement

- Leadership in the Department has been involved in many different committees and the Department Director has led many of these committees himself. One committee was the hospital's Annual Giving Campaign. This employee campaign asks staff to give back to the facility through a donation of vacation time or money. The importance is not the amount of the gift but the participation level of the staff. It is much easier to seek outside contributions when there is a high percentage of facility staff participates in contributing. Under the Director's leadership the participation rose from low 50% to 98% in Environmental Services.
- Department leadership is asked to play key roles on hospital committees, from Chairing the Job Evaluation Team to serving as a member of the Interior Finishes Committee. On an ongoing basis there are over five weekly construction meetings that we actively participate in. These meetings are to plan and prepare for the two new buildings that are being constructed- one is a ten operating room Ambulatory Surgery Center and the other a 200,000 sqft, five story Womans and Infants Building.

Interpreter Services

- Environmental Services Staff play a role outside of their normal departmental duties in assisting with interpretations for the community. For example because of the diversity of our staff (8 different languages) staff are called upon to interpret for patients in emergency situations. They are also asked to participate in other committees such as the Uniform Selection Committee which has cultural dress standards that need to be addressed.

Question 8:

What programs did your team employ to improve patient safety during 2015 (include efforts to reduce patient falls, etc.)?



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In 2006, Environmental Services played a key role in the following programs to improve patient safety.

Fall Prevention

- The hospital's "Safe Patient & Family Centered Care Survey" which was not mandatory for staff house wide, was mandatory for our staff. This led to fall risk assessment training for our department which better prepared our staff for how to evaluate if a patient was at risk for falling
- A representative from our Supervisory team was a member of the hospital's Fall Prevention Team.
- Safety gates are now utilized during stripping and refinishing of floor surfaces to decrease any potential hazards which could decrease the incidence of patient and visitor falls
- Initiation of an evaluation of all pull cords in patient rooms was completed to assure the proper length of each cord to avoid patient falls and that a safe distance is maintained for any patient to reach the cord.

Patient Safety

- Bed safety assessment training allows our staff to necessitate when a bed needs to be removed for service before patients are exposed to the risk of a broken bed.
- Environmental Services employee participation in the new hire orientation video exemplifying safe patient centered care to all new hires to the institution.
- 85% of our staff were trained in using a Powered Air Purifying Respirator (PAPR) for their safety in airborne precaution patient rooms.
- Leadership participation on the team safety committee.

Project Work

- Environmental Services worked collaboratively with a clinical representative from the Barbara Bush Children's Hospital to negotiate space for work to be completed during long-term care cases where we previously had no access to the occupied room.
- Implementation of flat mops on the children's floor to reduce the risk of using a mop bucket on the unit.

Equipment Storage

- Environmental Services initiated a pilot program for equipment and storage relocation. This allowed for the quick identification and location of equipment and faster turnaround for delivery of equipment to patient floors. This equipment includes wheelchairs and stretchers.

Construction

- Participation at construction meetings by two members of our leadership team has allowed us to not only make recommendations for building materials which reduce the risk of contamination in patient rooms, but also has allowed us to schedule staff to be available pre- and post-construction for housekeeping and project needs.

Housekeeping Procedural Changes

- The use of bleach for cleaning rooms with any precaution posted is mandatory.
- Working in collaboration with Infection Control, our department oversees the cleaning materials/chemicals used in the entire hospital. As chemicals are changed and updated, our leadership team gathers and destroys old chemicals while distributed and educating other staff of the newest materials being used for infection control.
- Working closely with the Infection Control Department, we developed a new protocol for daily cleaning which exceeds current infection control standards.
- Introduction of a new flat mop system for floor cleaning. The use of a microfiber pad better traps dirt and debris, removing more contaminants from floor surfaces. This has decreased the amount of cross contamination between patient rooms due to the pad being changed after every room and no double dipping of the pad occurs. This tool also has improved safety for the housekeeping and Operating Room staff due to its ergonomic design.

Ergonomics

- We created an ergonomic video with the Employee Health Department to better safeguard our staff against work related injuries.

Disaster Preparedness

- Members of our staff participate in the decontamination tent set-up for emergency response. This reduces contamination to other populations during disaster response.
- Representatives of the housekeeping and project staffs are responsible for the Incident Command Center set up during all disaster responses. They also act as runners during these drills to obtain needed supplies for those responsible for planning the hospitals response during this event.

Question 9:

What do you believe sets your ES/Housekeeping apart from your peers at other hospitals (please provide specific examples)?

The Environmental Services Leadership team at Maine Medical Center sets itself apart from its peer group in many ways. The team has been built over the last 4-5 years to bring together a group of individuals dedicated to the responsibilities of a clean hospital, positive customer service experience and development of a strong frontline team.

The leadership team and frontline staff all take pride in what our building looks like. Frontline staff members carry themselves with pride knowing that they play an important part in what patients and families think of the building. The items listed below are examples of how the Environmental Services Team at Maine Medical Center sets itself apart from others.

Attributes of our Leadership Team

- Always energized and positive attitudes.
- Not just a can-do attitude but a “Yes” attitude.
- Our philosophy is that if we aren’t meeting our customer’s needs before they ask for our assistance we have procrastinated at meeting their needs.
- One of the ways we try to lead by example is in our appearance. Every day we set a very high standard. Monday through Thursday we wear professional attire but on Fridays, when others in the hospital are having a “dress down day” we put on our suit coats. Our leadership team always wants to represent our staff in the most professional way possible.
- The quality and the respect of the staff plays a large part in the assessment of our leadership abilities.
- As a Leadership team we use the information and data collected by our Quality Assurance Systems (Avatar, Inspections, Bedtracking) to support departmental decisions.

Leadership Philosophy and Core Values

- It is the expectation that our Leadership make rounds with our customers once a month. This gives us the customer’s perspective of how we are doing and what we can do improve upon.
- Every Friday, the senior Leadership team in Environmental Services spends two hours making rounds throughout the hospital. They make contact with as many customers as possible.
- Problems are seen as opportunities for improvement so open feedback and a non-punitive work environment have been created for the successful growth of employees.
- Diversity training and support. Our Department employs a staff that comes from many different cultural backgrounds. We work with our staff members who have challenges with language by providing them with interpreters to assure their understanding of departmental standards. Furthermore, we work to accommodate staff who honor holidays that are not recognized within the hospital. Supervisors arrange break times around daily tasks so that staff have time to support their cultural values.
- Many of our Leadership personnel play active roles in the Hospital Mentoring Program. This is a program that links new hired management staff with a mentor to show them the ins and outs of working at Maine Medical Center.
- All of our Leadership members play an active role in their communities. Church functions, Little League, Scouts, United Way and the Maine Heart Walk are just a few.
- Maine Medical Center being the largest hospital in Maine is utilized many times as an important resource to other hospitals in Maine, our team is seen a resource to other cleaning professionals.

Leadership Training

- The Department leadership team has used several of the Maine Medical Center's experts in leadership development to provide professional training for leadership skill development on coaching, mentoring and customer service skills.
- Implementation of the "7 Habits of Highly Effective People" standards for leadership. In 2006, our Leadership focus was "Sharpening the Saw."
- New members of our Leadership team go through an extensive leadership skills development program for the first year of their position.

Communication

- Weekly supervisors meetings are held so that clear communication of employee and patient concerns can occur with open dialogue between departmental leadership.
- We hold quarterly team building meetings which encourage trust and professional cooperation between members of the leadership team.

Employee feedback

The staff in the Environmental Services Department feels that Maine Medical Center is a great place to work. In answering this question we felt you would want why they think Maine Medical Center is apart from others. We conducted a focus group to gather their feedback.

- Our department is respected throughout the hospital by other staff and departments.
- Standards for cleanliness and infection control at Maine Medical Center exceed those of other organizations where they have worked.
- Consistent standards are held for all employees.
- A feeling of teamwork exists that proves there is a commitment to staff wellbeing. Whether it is a professional or personal challenge, staff feels they work in a supportive environment.
- Supervisors are willing to step in and assist staff when needed.
- Employee morale is better at Maine Medical Center. Recognition programs, employee benefits, appropriate staff ratios and supportive bosses help with employee satisfaction.

Question 10:

How do you engage senior-level hospital management in the progress and successes your department is making?

The Environmental Services Department engages senior-level hospital management in department progress and successes by Senior Leadership's personal participation in departmental activities. Senior Leadership also takes time to make rounds of the building with department leadership, meet with Environmental Services Staff, and attend departmental celebrations. Department leadership has regular meetings with senior leadership to review the current status and happenings in the department.

Departmental activities

- Invitation to annual employee of the year and annual years of service recognition luncheon
- Monthly department staff meetings
- National Environmental Services week recognition events
- Published surveys – AVATAR and Balanced Score Card for Maine Medical Center
- One-on-One meetings with Vice President of Operations
- Presentations at Nursing conferences and staff meetings
- Maine Medical Center full management meetings
- Human Resources virtual office
- Senior leadership executive rounds with COO and VP.
- Support and participation in departmental annual goal setting in the organization's Annual Implementation Plan (AIP).

The leadership team in Environmental Services prides its self on setting standards of performance that other departments look up to. Senior Leadership at Maine Medical Center has recognized the team for the high level of performance achieved.

Question 11:

What tool does your organization use to measure Patient Satisfaction?

Maine Medical Center utilizes Avatar Intelligent Inc., as the patient satisfaction monitoring survey tool.

Quality Improvement Plan

The Quality Improvement Plan for Maine Medical Center's Department of Environmental Services is derived from the Maine Medical Center's mission and values. It is consistent with both the Strategic Plan and the Quality Plan of the organization.

The Department of Environmental Services Quality Plan provides a framework for performance measurement and evaluation that aligns with the hospital's strategic goals, with a focus on quality, satisfaction, finance, and research/education. The plan is reviewed/revised annually to ensure it remains effective and consistent with current knowledge and goals.

One key indicator for the Environmental Services Department is the results we receive from our three specific questions asked by Avatar.

The Three Questions:

1. My room was kept very clean?
2. The staff that cleaned my room was polite and professional?
3. The hospital was very clean, including entrances and hallways?

The information collected from the above referenced questions is reviewed by Departmental Leadership on a bi-weekly basis. The department uses the Process Improvement Cycle of Plan, Do, Check, Act. The AVATAR scores are broken out into the areas that each supervisor oversees. Each supervisor looks at the areas with the three lowest scores and collectively and individually implements solution(s) for each unit. The list below is items which were implemented in 2006.

- The departmental script of NOD (Name, Occupation, and Duty) is implemented to improve the scores in staff professionalism.
- Departmental supervisors collectively work with leadership on nursing floors to gain access for patient room project work.
- Departmental supervisors interview patients to resolve any concerns while that patient is at Maine Medical Center.
- Departmental supervisors track major items happening in the nursing areas that effect Avatar scores (renovations impacting the unit, high census, staff shortages, and new staff.)
- The Environmental Services Department trials an informational brochure in the patient's room to communicate what housekeeping responsibilities are and how to contact our department with questions or concerns.
- The ongoing survey results from Avatar continue to be analyzed by department supervisors on a bi-weekly basis. In this review, we are looking for movement in reported scores based on the departmental implemented changes.
- Supervisors observe staff using the NOD script to enter a patient's room.
- Supervisors make scheduled rounds to review customer needs and build relationships.
- Feedback from patients allows the department to be responsive and make corrections quickly.
- The department changes become our delivery standard. Communication of the Avatar results given to frontline staff, Department Director and Divisional VP.

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- Departmental orientation adopts and trains all new hires on the NOD program linking it with customer service standards and the 10 Step Cleaning protocol.
 - Results review process for Avatar is adopted and adhered to.
 - Standard agenda item on monthly staff meetings and supervisory weekly meetings.

Question 12:

Based on the tool used in #11, please tell us your national rank for:

Based on the results of the AVATAR International survey, Maine Medical Center's overall score in all areas of consideration was 90.10 compared to the national average of 88.65. This puts Maine Medical Center 1.45 above the national average.

The Environmental Services Departmental scores for the following three questions were:

1. My room was kept very clean?
92.43% of respondents felt their room was very clean.
2. The staff that cleaned my room was polite and professional?
96.25% of respondents said the staff was polite and professional.
3. The hospital was very clean, including entrances and hallways?
92.76% said that the hospital was very clean.

Demographics

Demographics

Charlie Papa, Director
Environmental, Security, Linen,
Parking, Switchboard and Outside Services
Maine Medical Center
E-mail: papac@MMC.org

Facility Name: Maine Medical Center
Address: 22 Bramhall Street, Portland, ME 04102
Phone: (207) 662-2271
Fax: (207) 662-6154
Website: www.mmc.org

Number of licensed beds: Maine Medical Center, Bramhall Campus 606 beds
Maine Medical Center, Brighton Campus 88 beds

Cleanable square footage of facilities: 1.6 million square feet

Number of full-time equivalent employees: 179 FTEs

Are you an ASHES member? Yes

Is your facility planning any new construction?

Currently we are building:

- 200,000 square foot Women's and Infants Building
- 58,000 square foot Surgery Center
- 500 car parking garage
- Heliport
- Expanded Emergency Department
- Ongoing inpatient facility renovation work
- Completion of 24,000 square foot Linen Processing Facility, December 2006

What is your role in planning, design, and construction?

The department leadership plays a strong role in the committee work related to the selection of interior finishes, furniture specifications and flooring choices. Once a project is funded and construction starts we join a group of project staff to support the construction phases to close areas, secure storage, attend weekly meetings and re-open areas with final clean and furniture placement. With our upcoming large building projects we have participated in staff orientation planning and delivery of all support services.