

Modernizing a Health System's Environmental Services (EVS) Operations

Hospital Profile

Community Medical Centers (CMC) in Fresno, California, is a regional hospital and trauma center in Central California that includes five facilities ranging in size from 140 to 700 beds.

Business Situation

CMC's executive team recognized the need to improve its environmental services (EVS) operations after a Joint Commission's Quality and Safety review triggered a call for a reinspection. To help address this concern, CMC hired its first system EVS director, Christa Atchley. She had worked at and was familiar with CMC but did not have a background managing EVS. She was tasked with improving coordination of all environmental services across CMC's five facilities and managing the center's EVS operations.

Mrs. Atchley recognized the need to bring in consultants and requested an external audit of CMC's EVS operations. The medical center's leaders agreed and selected BRG to conduct an assessment to:

- evaluate and benchmark EVS department and practices
- construct a solutions roadmap on how to address areas of concern or risk the audit had identified
- develop a tailored training program for the existing workforce and onboarding new hires

BRG conducted the audit and detailed the findings in writing to Mrs. Atchley, with a recommendation to standardize and systemize key operations to help the center achieve greater efficiency and improve future inspection scores.

BRG Approach

Update contract agreements: reevaluate the center's service-line agreements

Implement leading practices: develop detailed EVS protocol for staff and monitor for adherence
Systemize responsibilities: institute a "pattern of management" for EVS managers to outline specific responsibilities and daily activities

Standardized review: create a real-time quality-scoring tool based on Joint Commission Quality and Safety guidelines to help ensure more favorable future inspections

Workforce training: develop annual all-EVS training and onboarding for new hires to ensure knowledge and competency of staff

Results



670k

ANNUAL SAVINGS IN
OVERTIME PAY



1M

IN REALIZED ANNUAL
COST SAVINGS



SAVINGS
EQUIVALENT TO

20 FTEs

CMC agreed to all of BRG's recommendations and the implementation roadmap. BRG worked closely with Mrs. Atchley and EVS managers, receiving input regularly from key stakeholders throughout the organization to address concerns and obtain buy-in on change management and protocols to be introduced.

Implementing these performance improvements and training has helped to transform CMC's EVS operations team, which has streamlined processes to make the team more agile and responsive. Process changes—outlining EVS manager responsibilities on the floor, standardizing reviews to ensure greater consistency and quality in cleaning, building a new employee training and onboarding orientation, and more—have resulted in significantly improved ratings from the Joint Commission.

Results

Although the focus of this project was on improving performance and quality, the leading practices put into place have reduced CMC's workforce burdens and increased cost savings for the EVS operations department, which include:

- \$1 million in realized annual cost savings, with an additional \$1.25 million identified
- \$670,000 annual savings in overtime pay
- Savings equivalent to 20 FTEs resulting from new cleaning SLA contracts

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