

Improve Hospital Efficiency and Decrease Turnover through Employee Engagement

ACCOUNT SPOTLIGHT



99%

Employee Participation 2024
PressGaney Employee Survey



58%

Increase in
Throughput



57%

Decrease in
Hospital Turnover

Introduction

Crothall Healthcare has been proud to serve as the Environmental Services (EVS) partner of Carilion Clinic in Roanoke, Virginia, for over nine years. The company is committed to supporting Carilion's mission of improving the health of the communities we serve while working to strengthen employee engagement, increase hospital efficiency, and drive higher employee retention rates. In 2024, improvements implemented by Crothall leadership at Carilion Clinic set off a chain reaction that resulted in an uptick in employee engagement, retention, and hospital throughput.



297

respondents



92nd

Percentile Ranking



4.34

Mean Score

Getting Engaged

Every year, PressGaney conducts a voluntary employee survey to gather employee feedback about company culture, focusing on topics such as engagement, diversity, and safety. In 2023, 75% of employees participated in the survey; however, participation in 2024 surged to an all-time high of 99%. With 297 total respondents, the survey showed year-over-year improvements in every category, especially the survey's overall engagement score. Crothall's team at Carilion Clinic ranked in the 92nd percentile, with a mean score of 4.34, showcasing a highly engaged and satisfied workforce with a strong personal connection to the organization.





Cultivating Leaders

Improved employee engagement at Carilion Clinic has resulted in higher-than-average employee participation scores and increased retention. By hiring and training Carilion Clinic's EVS workers, Crothall leaders immerse new hires into the hospital's culture and impart the skills and values needed to find success in their roles. Once new hires reach the end of their 90-day onboarding period, they transition to Carilion Clinic where they carry over their knowledge and experiences. This onboarding process has seen the hospital's turnover rate drop considerably, from 53% in 2023 to 24% in 2024.

An invaluable key to retaining employees and building a stronger workforce lies in learning and development. Crothall's Foundations Training program not only cultivates and trains employees for growth into future leadership roles within Crothall, but it has produced numerous leaders who now comprise the Carilion Clinic team. By promoting internally, Crothall and Carilion can maintain employee relationships and engagement while maintaining the unique culture of both organizations.

Crothall also created a program to assist the Carilion Clinic human resources team with maximizing hourly recruiting, filling open positions, and maximizing available staff. This program has significantly impacted hourly retention rates and improved operational performance.



Improving Patient Throughput

Since the COVID-19 pandemic, the total turnaround time for bed cleaning at Carilion Clinic had risen to 143 minutes. Out of 3,641 total cleans, there were 528 bed clean cancellations, which created operational challenges that impacted patient flow. A strategic approach was needed to address these issues.

In the first quarter of 2024, the EVS team implemented a zoning strategy utilizing workflow automation. This technology allowed for efficient management of housekeeper assignments within specific hospital zones. By reducing the need for staff to travel across the hospital or between floors, the team significantly enhanced efficiency and decreased turnaround time. Additionally, by monitoring and analyzing real-time operational data, the team could adjust their zoning efforts to align with the hospital's operational goals.

The implementation of the zoning strategy resulted in remarkable and sustained improvements. By June 2024, the total turnaround time for bed cleaning had decreased to 60 minutes, with 4,026 beds cleaned and only 273 cancellations. Most importantly, these improvements have been maintained since implementation, establishing a new benchmark for operational efficiency at Carilion Clinic.

While this zoning strategy has made a lasting impact on hospital turnaround times, it has also inadvertently strengthened employee engagement. By assigning EVS teams to specific zones, these employees now have more opportunities to interact with their colleagues and other hospital staff. This increased interaction fosters friendships, establishes professional relationships, and helps them stay connected to the organization's culture.

Discover how Crothall Healthcare can build stronger teams and boost performance at your hospital.