CENTRA

One Standard of Excellence

Reimagining Environmental Services Across Centra Health



crothall healthcare

ENVIRONMENTAL SERVICES



This proposal, designed specifically for Centra Health, is confidential and proprietary to Compass Group USA Inc. (Compass). Any unauthorized dissemination to others outside your organization, including public generative AI tools, would irreparably harm Compass and entitle Compass to judicial equitable relief, including injunction and specific performance. This proposal is valid for 120 days after its presentation and/or delivery to you.



crothall healthcare
ENVIRONMENTAL SERVICES

Chip Murray
VP of Enterprise Operations
Centra Health

Chip,

Thanks again for the opportunity to be part of the evaluation process of determining the future of Environmental Services for Centra Health.

As we have discussed over the past year, it has been clear to me that driving improvement in patient experience is at the forefront of the strategy for your healthcare system. In addition, we have gleaned many insights during the thorough review process you and your team have conducted.

This is an important decision for Centra Health, and one we do not take lightly. Our proposal is designed around four pillars that are important aspects of success:

- People – Leadership and the team that drives results.
- Patient Experience – Focus, training and awareness are critical, so is nursing collaboration.
- Purposeful Innovation – Technology that drives quality, outcomes and efficiency.
- Power of Clean – A new culture that we collectively have the opportunity to establish.

From a financial perspective, there are many details to consider:

- Crothall absorbing $224,000 in startup costs to ensure a smooth transition
- Investment of $460,000 in new equipment and the Elevra system across the Centra Health EVS program
- Offering a $250,000 incentive that can be utilized for advanced technology initiatives, Journey Mapping or as service credits.
- Centra Health will receive a large portion of the $300,000 Vizient fees paid by Crothall.

We are looking forward to visiting with your team on August 24th.

Brian Dunn
VP Corporate Development



Table of Contents



Centra Health Scope of Work 7

Executive Summary 13

Observations and Recommendations 17

About Crothall Healthcare 25

Patient Experience 29

Standards and Systems 43

People 55

Employee Engagement 73

Environmental Services 83

Closing 117





Centra Health Scope of Work

Centra Health Scope of Work

Vendor Profile.....26

- Organizational structure, years in hospital EVS, ownership, financial stability, etc.
- 3-5 current healthcare references, ideally acute-care hospitals or multi-campus systems.

Experience.....27

- Number and size of hospitals served and geography.
- Current healthcare systems served and location.
- Average contract length and client retention rate.

Patient Experience.....30-41

Centra Health's expectations for patient experience cleanliness performance ranges from the 50th to 60th percentile depending on site of care:

- LGH inpatient Year 1: 50th percentile sustained average.
- VBH inpatient Year 1: 50th percentile sustained average.
- SCH inpatient Year 1: 60th percentile sustained average.
- BMH inpatient Year 1: 60th percentile sustained average.
- LGH Emergency Department Year 1: 50th percentile sustained average.
- BMH Emergency Department Year 1: 50th percentile sustained average.
- SCH Emergency Department Year 1: 50th percentile sustained average.
- What financial penalties or credits are associated with missed performance metrics?
- Prior strategies, tools and training to achieve Centra Health's expectations for patient experience.
- Prior metrics showing the method works.

Staffing.....56-80

- Proposed staffing levels, how staffing models are developed, management structure, supervisor-to-staff ratios, recruiting strategy, retention rates, turnover, contingency staffing.
- Prior success and strategies to achieve low turnover rates and high engagement scores.
- Collaborate with Centra Health to avoid recruiting employees from comparable internal departments, such as Food and Nutrition.

Employee Transition.....70-71

- Please provide an overview of the HR benefits package (retirement, health insurance, etc.) you offer so we can do a comparison to determine the gaps.
- Request vendor carry over up to 120 hours of accumulated Centra Health PTO.
- Request vendor honor seniority of existing staff, but all staff would have an initial probationary period as per vendor's current probationary process.
- Request that the vendor take on all existing staff.
- Medication Security: Will EVS staff have access to clean (unescorted) in storage rooms where medication carts/dispensing cabinets are present?

Environment of Care Program Participation.....98-99

- Serve as hazmat chapter owner for the LGH/VBH Safety Committee.
- Serve as hazmat chapter owner for the Southside Safety Committee.
- Serve as hazmat chapter owner for the BMH Safety Committee.
- Actively participate in and support Centra Health's integrated waste stream contract.
- Actively participate in and support Centra Health's EVS rental agreements, including walk-off mats and related services.
- What is the scope of training and support for EVS in handling hazardous material?
- Actively participate in Centra Health's Virginia Hospital Laundry Joint Venture, as applicable.

Pro Forma Annual and Monthly Operating Reports.....Submitted Separately

Provide a pro forma annual and monthly operating report for each of the four campuses, including line items for:

- Exempt management salaries
- Management taxes, benefits and insurance
- Employee wages (include shift supervision)
- Employee taxes, benefits and insurance
- Supply expense listed below (do not include linen/laundry/waste expenses)
  - Office supplies
  - Uniforms
  - Employee travel expenses
  - Drug screening/background checks/etc.
  - Training materials/supplies
  - Computer software tools (e.g., bed board, capital management).
  - Computer hardware tools (e.g., tablets, iPhones, etc.).
- Technology costs (autonomous robots, UV, etc.).
- Overhead/General support services fees (include detail on what this consists of).
- Management fees (include detail on what this consists of).
- Any one-time startup costs (include detail on what this consists of).
- Annual price increase methodology.
- Provide both monthly fixed fee and variable fee model options.

Separate Costing for Additional Services.....Submitted Separately

- In-between cleaning for operating rooms (LGH only).
- In-between cleaning for Interventional Radiology (LGH only).

Infection Prevention and Response.....69, 93, 104-109

- Cleaning methodologies, terminal cleaning process, outbreak response, etc.
- High-touch surface disinfection data collection to evaluate effectiveness of cleaning procedures/adherence to process.
- Cleaning product and disinfection agent formal approval by site facility Infection Control Committee.
- Proper documentation of environmental cleaning logs in clinical environments that require it (e.g., operating rooms, sterile processing, etc.).
- Selected vendor will report the high-touch surface disinfection data at the site-specific Infection Control Committee meetings on the specified cadence set by Infection Prevention.

Quality.....44-47, 52-53

- Audit tools, patient room audits, corrective action process, reporting frequency, etc.
- Level of executive involvement (expectation and frequency of site visits).
- Quarterly Business Reports to executive leadership.
- Program effectiveness and compliance audits.

Regulatory Compliance.....102

- Experience with Joint Commission, CMS surveys, OSHA compliance, EPA requirements, hazardous waste handling, bloodborne pathogen training, etc.
- Regulatory documentation audits and support.
- Active participation in the composition and submission of plans of correction for any regulatory finding for noncompliance for environmental services.

Technology and Innovation.....94-97

- CMMS or EVS management software, mobile inspections, dashboards, real-time reporting, work order management, integration with hospital systems (such as RL6 or Converge), etc.
- AI, robotics, autonomous equipment, predictive staffing, process improvements, benchmarking capabilities.

Training and Development.....64-69

- Initial onboarding, annual competencies, professional development, customer service training.
- Training program for staffing (beyond just checking a box for annual competencies); for example: Infection Prevention and Control exposure training.
- Ability to provide specialized training (floor care for example).
- Leadership development.

Contract Exit.....49

- Transition assistance.
- Data and equipment ownership.
- Document transition process.





Executive Summary

Centra Health plays an essential role in improving the health and lives of the communities across central and southern Virginia. In today's healthcare environment, Environmental Services (EVS) is more than a support function. It directly influences patient and staff experience, infection prevention, operational performance and financial stewardship.



Crothall's solution for Centra is designed to strengthen each of these areas while protecting what matters most: your people, your culture and your commitment to the communities you serve. Our approach is built around four pillars, with quality, efficiency and culture embedded throughout:

People

People are the foundation of a successful EVS program. Our transition approach will prioritize Centra's existing team, preserving its institutional knowledge and connection to the organization while providing access to Crothall training, development, career pathways and broader resources.

Centra will also benefit from an established regional infrastructure already supporting leading health systems including Carilion Clinic, UVA Health and Inova Health. This provides Centra with experienced operational leadership, recruiting resources and local market expertise from Day 1.

Our proposed leadership structure includes dedicated Centra resources – a system director, patient experience manager, patient ambassador and human resources/training manager – supported by Lucas Paxton, a regional director of operations based in Roanoke.

Patient and Staff Experience

A clean environment is one of the most visible expressions of care. Our goal is to make EVS a measurable contributor to Centra's patient and staff experience.

Our Positive Impressions program, developed through our relationship with Press Ganey, provides structured behaviors, protocols and training designed to strengthen interactions between EVS associates and the patients they serve. Every associate will receive dedicated training, reinforced through local leadership, rounding and ongoing coaching.

We will also emphasize nursing collaboration to create stronger communication, shared accountability and faster resolution of service opportunities. Centra will have access to additional resources such as our ED Concierge program, focused on the patient experience at the hospital's front door, and our Journey Mapping Process, which can identify opportunities to improve key interactions throughout the patient journey.



Power of Clean

The Power of Clean is where our people, processes, training and technology come together in front of the patient.

Crothall will establish consistent EVS standards across Centra's hospitals, reinforced through hands-on training, leadership visibility and performance measurement. Associates will receive training in our High Profile Cleaning Process and Positive Impressions behaviors, ensuring they understand the technical expectations of their role and the importance of making cleanliness visible to patients and families.

Centra will also have access to Power of Clean Kits, provided at admission to reinforce the perception of cleanliness, along with consistent quality rounding using Huron or Centra Health's preferred platform.

Purposeful Innovation

Our approach to innovation is simple: Technology should solve a meaningful problem and create measurable value.

Crothall will implement Elevra, our internally developed task management platform, to provide greater visibility into EVS activity, improve deployment of resources and strengthen accountability for performance.

Centra will also have access to innovative infection prevention technologies, including microbiological visualization, AI-powered UVC technology and continuous air disinfection solutions that can complement Centra's existing infection prevention strategy. Autonomous robotic scrubbers can provide greater consistency in floor care while allowing EVS associates to focus on higher-value cleaning and patient-facing responsibilities.

We will continually evaluate technology based on its ability to improve quality, safety, efficiency or the patient and staff experience.

Delivering Measurable Value for Centra

Crothall's recommendation goes beyond EVS management, strengthening performance through dedicated leadership, an established Virginia presence, enhanced workforce resources, proven patient experience programs, purposeful innovation and consistent systemwide standards.

We will stand behind our commitments with clear performance expectations, accountability and a guaranteed management fee. Our goal is not simply to reduce costs, but to balance quality, experience, efficiency, innovation and financial stewardship.

Crothall brings the People, Patient and Staff Experience, Purposeful Innovation and Power of Clean needed to deliver results today and continuous improvement for the future.





Observations and Recommendations

Observations and Recommendations

Observation	Recommendation
Patient and caregiver journeys span multiple touchpoints, making it difficult to identify which operational friction points most significantly impact experience and care coordination.	Evaluate the efficacy and value of **Experience Mapping** assessments, which identify friction points that affect satisfaction, throughput and clinical efficiency to prioritize targeted improvements.
Patient experience oversight spans multiple touchpoints and service areas and are often identified too late for proactive service recovery.	**Deploy a system-wide Patient Experience Manager, Patient Experience Ambassador** and **evaluate the potential of ED Concierges** to support rounding, service recovery, patient engagement, and real-time issue resolution.
Patient and staff experience issues are identified primarily through retrospective survey data rather than real-time feedback.	Enhance **patient rounding workflows** by leveraging current rounding technology and/or Huron rounding and integrate real-time escalation and service recovery capabilities to support proactive issue resolution and improved interdisciplinary communication.
Performance data is available across systems but may not be consistently consolidated for easy executive review.	Implement an integrated **executive dashboard platform** (**MVision**) that consolidates EVS operations, patient experience, labor, quality, and service performance data into system-level and drill-down reporting.
Workforce retention pressures and evolving culture initiatives require consistent HR leadership, associate engagement strategies, and operational workforce support across the system.	Assign a **dedicated system-level Human Resource Director/Trainer across all hospitals**, to support recruitment strategy, retention planning, associate engagement, compliance oversight, labor relations, and leadership coaching.
Limited frontline development programs and unclear advancement pathways may contribute to workforce instability, uneven service execution, reduced associate engagement, and leadership pipeline gaps across EVS operations.	Implement a **structured workforce development programs such as Crothall Healthcare's** leadership development program, **Frontline Elevate**, designed to prepare frontline associates for future supervisory and management roles.
Formal associate recognition and performance-based engagement programs are limited across frontline EVS operations.	Introduce **associate recognition programs** including GEM (Great Employees Make Magic), SPOT Awards for on-the-spot monetary recognition, Service Anniversary kits and HCAHPS driven rewards to celebrate individual and team achievements, reinforce cultural values and provide financial incentives for exceptional performance.

Benefit	Implementation Plans/Timeline	Capital & Design Requirements (Cost)
Identifies operational friction points and opportunities to improve coordination, consistency, and patient flow across key care touchpoints and transitions.	Within first year	TBD
Strengthens accountability for patient experience performance through proactive rounding, real-time service recovery, and improved responsiveness across the care environment.	Day One	N/A
Enables proactive service recovery and immediate issue escalation, improving patient responsiveness, communication, and overall satisfaction while reducing reliance on retrospective survey feedback.	Within first 90 days	N/A
Improves transparency, accountability, and real-time operational visibility across patient experience, labor, quality, and service performance metrics.	Within first 90 days	N/A
Supports workforce retention, recruitment effectiveness, associate engagement, and leadership development while reducing vacancy-related operational strain and turnover costs.	Day One	N/A
Strengthens associate engagement, retention, and workforce development by creating visible career advancement opportunities within the healthcare environment.	Within first 90 days	Included
Improves associate engagement, reinforces performance expectations, strengthens retention, and supports a more positive frontline culture across EVS operations.	Day One	Included

Observation	Recommendation
Communication with frontline associates is inconsistent across shifts, departments, and facilities.	Implement consistent daily huddles, per shift and **Monthly CHATs (Communication, Help and Training)** to provide timely, accurate training materials**. Implement SHIFT,** a communication tool that allows Crothall Healthcare to share information directly onsite with all associates and can be tailored to consistently recognize team members, share common goals, and provide resources to associates to improve engagement.
Patient-facing EVS service recovery and visibility programs are not consistently integrated into the patient experience strategy.	Implementing the **Power of Clean Campaign** means creating a consistent, visible, and patient-centered approach to cleanliness across the organization. This includes distributing **clean kits** so staff has immediate access to tools needed to address spills or clutter, placing clear and engaging **signage** throughout units to reinforce expectations, and to check in with patients about room cleanliness and comfort via **Patient Experience Ambassadors**.
Multiple variations of uniforms were observed across the systems pointing to a lack of a uniform policy adherence and what seems to be a lack of employer provided uniforms.	Implement **Uniform Policy** throughout the system whereas Crothall provides uniforms to associates upon hire and annual refreshes of uniforms as well.
Visibility of operational leadership is inconsistent across EVS operations, limiting associate engagement and operational consistency.	Deploy **Crothall Healthcare's standard leadership operating practices**, including visible frontline rounding, associate engagement, operational coaching, proactive issue escalation, and accountability for daily execution across all EVS operations.
Current EVS workflows lack real-time task visibility, workload balancing, and productivity management capabilities that support efficient patient throughput and discharge turnaround performance.	Implement the **Elevra Suite,** a unified digital operations platform that integrates **task management, inspections, rounding and reporting,** to support real-time EVS task assignment, workload balancing, productivity monitoring, and service request management across the system.
Supply variability was observed across the system and within facilities, including janitorial products, soap/sanitizers, paper products, and curtains.	**Standardize cleaning supplies** across the system with Infection Prevention approval to create cost efficiencies and reduce confusion regarding product utilization across facilities.

Benefit	Implementation Plans/Timeline	Capital & Design Requirements (Cost)
Improves communication consistency, associate engagement, and frontline alignment while increasing visibility into operational priorities, goals, and performance expectations across shifts and departments.	Day One	Included
Improves patient confidence in cleanliness, responsiveness, and overall environmental experience.	Day One	Included
Standardizes Uniforms for EVS across the system allowing for the community to understand and recognize who EVS is and creates a more professional appearance. Employer provided uniforms is a satisfier to assist associates transitioning into the workforce and empowers associates to feel included within the healthcare umbrella.	Day One	Included
Strengthens cultural alignment, operational consistency, and associate engagement across EVS operations through dedicated leadership and workforce support.	Day One	Included
Improves labor deployment, response times, workload visibility, and operational throughput across EVS operations.	Within first 90 days	Included
Reduces product confusion, improves training consistency, simplifies inventory management, and supports better cost control across the system.	Day One	Included

Observation	Recommendation
Lack of vendor-driven compliance oversight creates variability in regulatory readiness, auditing consistency, and operational accountability.	Implement **Crothall Healthcare standard operating procedures and internal auditing processes** to include internal auditing of program and compliance with regulatory requirements such as TJC, AORN, OSHA, the EPA, etc.
Increased regulatory and associate safety risk because safety protocols are not clearly defined or consistently validated across the system.	Implement **Crothall Healthcare's Safety Program** including associate fit testing, vaccination tracking, required regulatory training, personal protective equipment expectations, safety huddles, and documented competency assessments. Improve teammate safety, reduce injuries and increase workflow productivity by investing in ergonomic EVS carts and other equipment as needed.
Gaps in hand hygiene compliance and low-level disinfection processes create increased infection prevention risk and inconsistent cleaning validation practices.	Implement frequent **hand hygiene competency** observations, increase quality assurance inspections and **ATP verification.**
There is evidence of concern surrounding healthcare-associated infections (HAIs) and limited use of adjunct technologies to support enhanced environmental disinfection practices.	Implement **UV-C** disinfection technology in collaboration with Infection Prevention leadership to strengthen environmental disinfection practices and support HAI and SSI reduction initiatives.
Inconsistencies in cleanliness quality validation exist across facilities, with limited technology available to track trends, document associate performance, and provide real-time operational feedback.	Implement **Task quality assurance technology**, which also provides tray tracking technology, to support cleanliness validation, quality inspections, associate performance documentation, and real-time operational feedback through the **Elevra Suite**.
Inefficiencies utilizing dedicated EVS staff in spaces that don't require consistent services, particularly smaller locations and floor care.	Deploy **LionsBot autonomous cleaning technology** to support lower-traffic public spaces and allow EVS associates to focus on higher-acuity and patient-facing environments.

Benefit	Implementation Plans/Timeline	Capital & Design Requirements (Cost)
Strengthens regulatory readiness, operational accountability, and associate competency while supporting improved infection prevention outcomes, including HAI and SSI reduction initiatives.	Day One	Included
Reduces regulatory and associate safety risk through standardized compliance practices, documented competency validation, and improved completion of required safety protocols.	Day One	Included
Strengthens infection prevention practices and cleaning validation processes while supporting measurable reductions in healthcare-associated infections (HAIs).	Day One	Included
Strengthens infection prevention efforts, supports reductions in HAIs and SSIs, and improves patient and staff confidence in environmental safety practices.	Day One	TBD
Provides real-time cleanliness validation, performance trending, and operational analytics to support continuous improvement across EVS operations.	Within first 90 days	Included
Improves labor efficiency, operational flexibility, and workforce deployment by allowing EVS associates to focus on higher-priority patient care environments.	Within first 90 days	TBD





About Crothall Healthcare



About Crothall Healthcare

Crothall Healthcare is the nation's leading provider of healthcare support services and the market share leader in Environmental Services, delivering specialized services exclusively to the healthcare industry. Unlike general service providers, Crothall maintains a dedicated EVS leadership structure from frontline management through regional and executive leadership, ensuring complete accountability, subject matter expertise and operational consistency across every client location. This specialized organizational model is supported by regional directors, regional vice presidents, division leadership and a comprehensive network of human resources, safety, patient experience, technology and operational experts dedicated solely to healthcare environments.

Founded in 1991 to serve the unique support service needs of hospitals and health systems, Crothall has more than three decades of healthcare Environmental Services experience. Over that time, Crothall has developed, tested and refined evidence-based cleaning protocols in thousands of healthcare settings, establishing industry-leading practices in infection prevention, regulatory readiness and patient experience. Today, Crothall continues to be recognized as the premier provider of healthcare EVS services.

Crothall Healthcare is a division of Compass Healthcare and part of Compass Group USA, a wholly owned subsidiary of Compass Group PLC, the global leader in food and support services. This relationship provides Crothall with the financial strength, operational resources and purchasing power of a global organization while maintaining a specialized focus exclusively on healthcare support services. As a result, clients benefit from the stability and resources of a multibillion-dollar enterprise combined with the expertise of the nation's leading healthcare Environmental Services provider. Compass Group's continued investment in innovation, technology and workforce development ensures Crothall remains a trusted long-term partner for hospitals and health systems nationwide.

Financial strength and long-term stability are key differentiators of the Crothall organization. Crothall generates $2 billion in annual revenue, serves more than 1,200 client locations and employs more than 28,000 associates. As part of Compass Group, Crothall benefits from the financial resources of a global organization with North American revenues exceeding $31 billion, a strong credit profile and billions of dollars in available liquidity. This financial strength enables continued investment in people, technology, innovation and operational improvements while ensuring uninterrupted service delivery for healthcare clients. Compass Group has demonstrated resilience through changing market conditions and maintains a long history of stable growth, strong cash flow and strategic reinvestment in client programs.

Crothall's combination of specialized healthcare expertise, dedicated leadership structure, industry-leading market position and the financial backing of Compass Group makes it a trusted long-term partner for hospitals and health systems seeking operational excellence, regulatory compliance and measurable improvements in environmental services performance.

References

Carilion Clinic

Carl T. Cline Jr., RN, CMTE

President, Carilion Franklin Memorial Hospital

540-682-9279

ctcline@carilionclinic.org

UVA Community Hospitals

Mandy Dickinson

Director Support Services

703-930-1900

qnq4ht@uvahealth.org

Inova

April Brown

Assistant Vice President of Campus and Clinical Operations

703-858-6054

april.brown@inova.org

Experience

Our portfolio includes academic medical centers, integrated delivery networks, community hospitals, critical access hospitals, children's hospitals, ambulatory care facilities and specialty care environments. We manage services across millions of square feet daily and provide support in healthcare facilities throughout the United States, giving us experience in organizations ranging from single-site community hospitals to some of the country's largest multi-hospital health systems.

Due to client confidentiality, Crothall does not publish a complete list of all active client partnerships. However, below is a small list of some current regional clients.

- Carilion Clinic
- Inova Health System
- UVA Community Hospitals
- Mary Washington Hospital
- Numerous additional acute care, ambulatory and specialty healthcare organizations across the United States. Crothall's ambulatory division alone supports more than 7,500 outpatient and off-site healthcare locations nationwide.

Crothall's client relationships are long-term partnerships, with many healthcare systems renewing agreements repeatedly over multiple contract cycles. Crothall's industry-leading client retention rate is 95.6% across more than 1,300 healthcare accounts. Our average contract length is 5 years.

This exceptional retention performance reflects Crothall's client-for-life philosophy, operational excellence and ability to deliver measurable improvements in patient experience, quality outcomes and financial performance.





Patient Experience

Patient Experience at Centra

Crothall Healthcare is confident in its ability to achieve and sustain Centra's patient experience cleanliness goals across inpatient and emergency department settings. Our approach combines standardized healthcare cleaning protocols, comprehensive quality assurance programs, leadership rounding, real-time performance monitoring and a culture of service excellence to create a consistently clean and welcoming environment.



At the center of this strategy is our Positive Impressions program, which trains environmental services associates to positively impact the patient experience through professionalism, communication, responsiveness and meaningful patient interactions. Combined with routine patient room audits, quality inspections, service recovery processes, leadership visibility and ongoing coaching, this program reinforces the direct link between environmental cleanliness and patient satisfaction.

For high-volume and fast-paced areas such as emergency departments, Crothall utilizes responsive staffing models, real-time quality monitoring and close collaboration with clinical teams to maintain cleanliness standards while supporting patient throughput and operational efficiency. Through consistent auditing, performance reporting and corrective action processes, our teams quickly identify opportunities for improvement and proactively address performance gaps before trends develop.

This combination of standardized processes, patient-focused training, leadership engagement, quality assurance and accountability has helped Crothall consistently improve patient perceptions of cleanliness while supporting healthcare organizations in achieving their HCAHPS and patient experience objectives.

Financial Penalties or Credits

Crothall is committed to accountability and transparency in performance management. Performance guarantees, incentives, credits or remedies associated with specific patient experience outcomes are typically negotiated collaboratively during contract development and tailored to the client's goals, operational priorities and measurement methodologies. Crothall welcomes the opportunity to work with Centra to develop mutually agreed-upon performance measures and accountability mechanisms that support continuous improvement and partnership success.

Prior Strategies, Tools and Training

Crothall's patient experience strategy is built around several proven components:

- Positive Impressions patient experience training program.
- Leadership rounding and visible management presence.
- Real-time coaching and service recovery processes.
- Patient room quality audits and inspection programs.
- Employee recognition programs, including GEM and SPOT Awards, which reinforce service excellence behaviors.
- Quality assurance dashboards and performance reporting.
- Ongoing customer service, communication and engagement training.
- Collaboration with nursing and operational leaders to improve responsiveness and throughput.

Together, these tools create a culture of accountability, engagement and service excellence that directly supports improved patient perceptions of cleanliness.



A Case Study

At **University of Louisville Hospital,** Crothall helped strengthen patient confidence through a visible culture of clean, enhanced service standards and increased patient-facing support. Results included:

- 16% cumulative improvement in HCAHPS cleanliness Top Box scores.
- Approximately 60-minute discharge turnaround times sustained for six consecutive years.
- Expanded patient-facing support through ED concierges, patient ambassadors and a dedicated patient experience manager.

UNIVERSITY OF LOUISVILLE

Patient Experience Program



For Centra Health, patient experience should not live apart from daily operations. It should be built into how teams work, how leaders lead and how service recovery happens in real time. That is what makes improvement sustainable and what allows the patient experience to become more consistent across the organization.

positive impressions

Top 30%

performance gains in patient satisfaction across Crothall Healthcare partner hospitals



Real-Time Resolution

The Positive Impressions platform helps reinforce consistency through clear, role-based service expectations that define how each team member contributes to the patient and family experience. These expectations are supported through structured coaching, observation and reinforcement, helping the desired behaviors become part of the culture rather than a one-time initiative.

When service recovery is needed, teams follow our A.C.T. approach: Apologize, Correct, Take Action. This provides a simple, actionable framework for addressing concerns in the moment while reinforcing accountability for follow-through. Supported by technology-enabled tracking, leaders can see what occurred, how it was resolved and where additional coaching or process improvement may be needed.

The impact is practical and measurable. Service issues are resolved more quickly. Breakdowns are reduced. Patients and families experience more consistency, clearer communication and a stronger sense of support.

Supporting Your Values

When experience is supported by structure, visibility and accountability, it becomes something your teams can deliver with greater consistency every day. For Centra Health, that means an environment where interactions feel more coordinated, more reassuring and more aligned with the level of care your organization is committed to providing. The result is a better experience for patients and families, a stronger support system for caregivers and a hospital environment that reflects your standards in every moment that matters.

Positive Impressions Framework

Defining Moments

- Strategic visitation and admission rounding
- Structured scripting aligned to survey drivers

Engagement

- Appreciative coaching and leadership rounding
- Recognition programs tied to measurable outcomes

Tailored to Fit

- Unit-specific action plans
- Emergency department-focused experience protocols
- Right people, right places staffing discipline

Governed Through Elevra

- Rounding compliance tracking
- Service recovery logs and trend reporting
- Dashboard visibility across sites

Rounding That Turns Feedback Into Action

Patient satisfaction scores show what patients remember after the fact. Crothall Healthcare helps you act sooner by using purposeful rounding to capture the voice of the patient and family while there is still time to respond, recover service and improve the experience in the moment.



When rounding becomes a checkbox exercise, it loses credibility and too many concerns go unresolved. Our approach makes rounding a structured performance tool grounded in presence, active listening and clear follow-through so issues are addressed, not simply documented.

Using the Huron Rounding platform, or Centra Health's preferred rounding tool, Crothall Healthcare will capture feedback in real time, route actions to accountable owners and track closure rates. Data flows into dashboards that give leaders visibility into systemwide trends as well as variation at the unit level.

By pairing same-shift rounding insight with operational data, we help you identify root causes earlier, resolve concerns faster and strengthen accountability across teams.

HURON

A Crothall Healthcare Exclusive

Huron Intelligence gives Centra Health a stronger way to turn rounding into action. Crothall Healthcare uses this platform to capture real-time observations, trend them by unit and shift and route issues to accountable owners while there is still time to respond. Leaders can coach in the same shift, track proof of completion and resolve concerns faster across support services.

This matters because the value is not just the software. It is the discipline we bring to how rounding data is captured, acted on and sustained. The platform helps connect frontline feedback to the experience domains patients are asked to rate, creating clearer accountability and a more direct path from insight to improvement.

The advantage also extends beyond a single facility. Because Crothall Healthcare aggregates insights across its national network, you benefit from broader benchmarking, faster shared learning and more actionable intelligence than a site-level view alone can provide.



The Result

Stronger visibility, quicker response time and a more informed approach to patient experience performance.

PressGaney

Exclusive Insights

Press Ganey insights matter most when they drive action. Crothall Healthcare helps Centra Health turn survey intelligence into daily operational improvement so patient feedback strengthens service recovery, communication and accountability across Centra Health.

In high-anxiety settings such as the emergency department, concierge and ambassador roles help reduce handoffs, strengthen communication and support real-time recovery.

What sets this apart is not access to survey data alone. Crothall Healthcare connects Press Ganey intelligence to rounding workflows, closed-loop governance and daily execution so insights move beyond quarterly review and into measurable performance improvement.

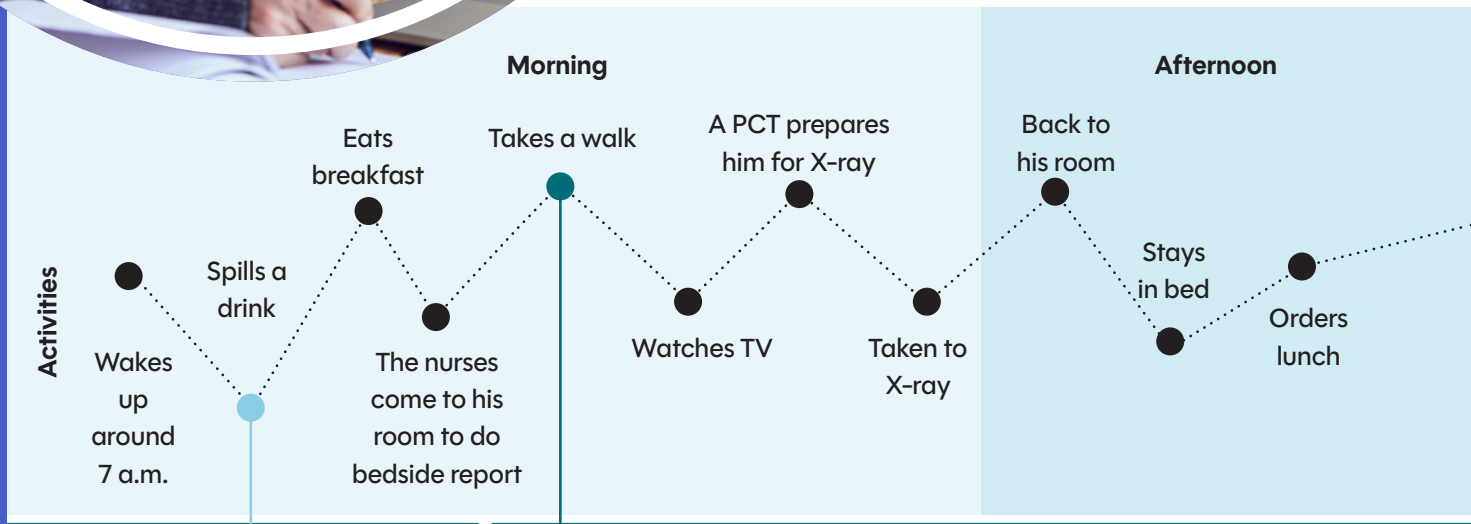
Scan the QR code to view Crothall Healthcare and Press Ganey's eBook for a deeper view of this approach.



Mapping the Patient Experience

Experience mapping helps bring the patient journey to life by translating it into operational clarity. By examining both emotional touchpoints and workflow transitions across phases of care, Crothall Healthcare identifies friction points that affect satisfaction, throughput and clinical efficiency.

Sample



Updates | **Morning Checkup**

Pain Points & Highlights

Pain Point:

This patient needs an easier way to ask for housekeeping services.

Highlight:

This gives him a sense of independence.

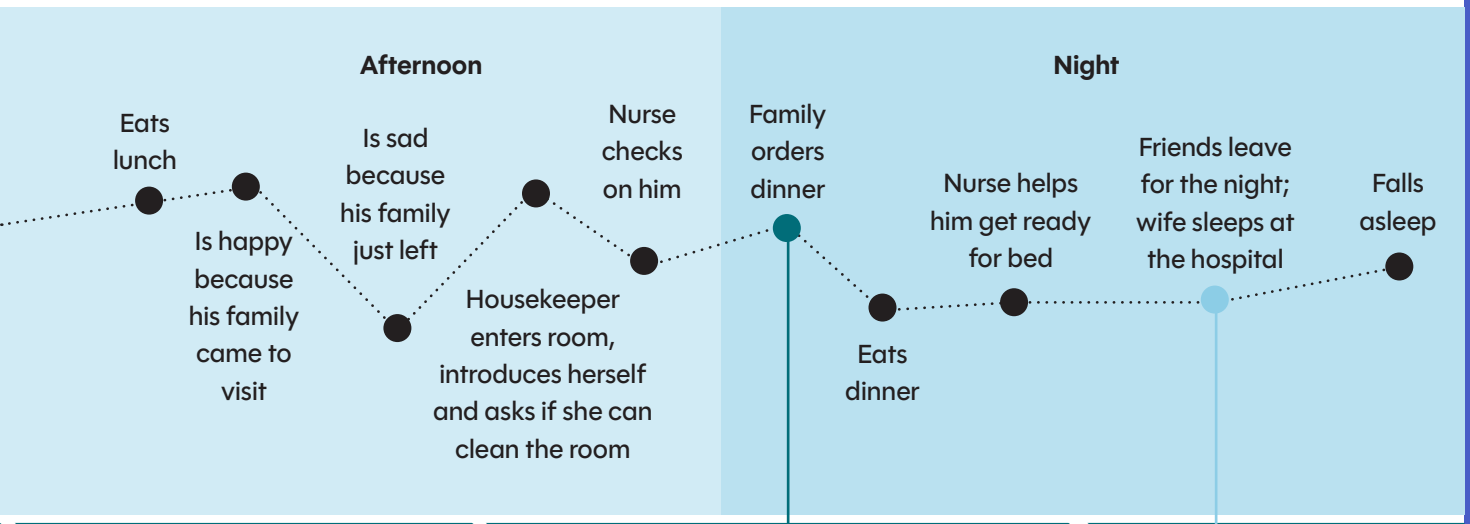
Opportunities

Create an easy way for him to call for help.

- We need to amplify this experience.
- Ensure standard of cleanliness is high in all our rooms.
- If room is not up to patient's standard, make it very easy for patient to call for our cleaning service.

Long-term patient, age 50
Days hospitalized: 10

Motivations: Go home, see his friends and family, be well enough to go outside, be able to go to work.



Highlight:

Dinner with family makes him feel like he is at home. These moments make him forget about what he is dealing with.

Pain Point:

He doesn't want to be alone.

- We need to amplify this experience.
- Find ways to encourage associates to drive the best patient experience.

Enhancing Emergency Department First Impressions at Centra Health

Across many health systems, the emergency department serves as the primary entry point for inpatient admissions, with some facilities reporting rates approaching 86%. As a result, the ED often shapes both the first impression of care and the operational flow that follows across the enterprise.

For Centra Health, Crothall Healthcare approaches the ED as both a clinical priority and an experience accelerator. Front-door ambassadors greet arrivals promptly, reinforce wayfinding and establish a calm, confident tone from the moment patients enter. Visible cleanliness cues and coordinated communication help reduce uncertainty in a high-stress environment while concierge support helps patients and families navigate next steps with fewer handoffs and faster answers.

Crothall Healthcare's ED concierges and support teams work closely with nursing to manage nonclinical needs, reinforce communication and reduce avoidable interruptions. The result is more time for direct patient care, smoother throughput and stronger discharge readiness.

By aligning brand presence, operational reliability and clinical collaboration, Crothall Healthcare will help you turn the ED from a point of friction into a point of confidence. Just as importantly, when nonclinical needs are anticipated and managed proactively, nurses spend less time resolving preventable interruptions and more time practicing at the top of their license. That is where experience improvement also becomes capacity improvement.

Reimagining Emergency Department Performance

Crothall Healthcare's ReimaginED program extends this commitment by integrating elevated EVS standards, concierge-style support, real-time communication tools and throughput-focused staffing strategies into a unified ED experience model. The program is designed to create visible cleanliness, accelerate room readiness, improve collaboration with clinical teams and reduce nonclinical burdens on caregivers. By aligning environmental services, patient engagement and operational efficiency, ReimaginED helps transform the Emergency Department into a cleaner, calmer and more coordinated environment for patients, families and staff alike.



Caregiver Experience That Strengthens Delivery

Crothall Healthcare understands supporting nurses and clinicians strengthens the entire patient experience. When caregivers feel supported, equipped and less interrupted by nonclinical demands, they are better able to stay focused on patient care. That improves consistency at the bedside while also helping reduce avoidable turnover.

We help you reduce nonclinical burden, reinforce service behaviors that support clinical teams and invest in the caregiver amenities and support systems that matter most. When environmental services and clinical teams operate in close coordination, nurses spend less time managing work that pulls them away from patients and more time practicing at the top of their license.



Measurable impact

Crothall Healthcare benchmarking has shown that stronger operational support for clinical teams is associated with a:

22% reduction in nurse turnover

For Centra Health, that creates a meaningful opportunity to strengthen workforce stability, support quality and improve cost control.

The Result

A more supportive care environment where patients feel cared for, caregivers experience less operational friction and leaders gain greater confidence in the consistency of the experience being delivered.

Nurse Minders

Unit-embedded support ambassadors handle family updates, fetches, wayfinding and dietary runs so RNs stay with patients. Requests are logged in Elevra – or your ticketing tool – for visibility and closure.

ANA-Aligned Standards and Guardrails

Crothall Healthcare aligns support services SOPs (such as greet-inform-close and clear escalation paths) with professional practice standards so handoffs stay protected. Those guardrails, combined with disciplined environmental services routines, help speed room turnover without cutting corners while creating more capacity for admissions and transfers. In comparable Crothall Healthcare engagements, faster room turnover has delivered a 14% improvement in throughput and patient care provided.

American Nurses Association

Innovative, CNO-Led Nursing Engagement



Crothall Healthcare Chief Nursing Officer Aundrea Mills chairs a first-of-its-kind Nursing Engagement Council to review interruption data and sitter utilization and prioritize RN-burden pilots.

Aligning Our Principles With Our Clients

To match our clients' HRO journeys, we must operationalize the five core HRO principles within our own daily routines:

1. **Preoccupation With Failure –** Treat every miss as a defect to learn from and correct.
2. **Reluctance to Simplify –** Look beyond easy explanations; rigorous processes help reduce near-misses.
3. **Commitment to Resilience –** Build readiness through proactive measures like predictive maintenance.
4. **Sensitivity to Operations –** Stay closely connected to frontline work through standardized handoffs and digital checklists.
5. **Deference to Expertise –** Empower frontline teams to raise concerns and drive improvements through huddles and caregiver-led committees.

By aligning our language and work with our clients' HRO standards, Crothall Healthcare can deliver significant improvements across our systems. Our journey forward requires us to standardize our processes through an HRO lens, launch pilots in key service areas and embed these reliability tactics into our daily leadership rounding and performance dashboards.

A Service Culture

We bring Centra Health's brand to life through consistent frontline behaviors and leader scripts, from greet-inform-close to service recovery language and wayfinding tone, reinforced through co-badged or custom-branded attire, purposeful space signage and Positive Impressions coaching that uses your voice and patient education standards to strengthen trust at every touchpoint.

Cues of clean everywhere

- ☑ Restrooms on cadence
- ☑ Discreet waste management
- ☑ Lobby touchpoints wiped on schedule
- ☑ Standards visible without clutter

Centra Health Patient Satisfaction

We hardwire the patient experience by mapping your custom survey items, HCAHPS measures and star rating drivers directly into rounding prompts and SOPs, then surfacing performance in a simple brand scoreboard that tracks clean/quiet, recommend, and ED first impression and, where applicable, linking star ratings and online review responses to monthly improvement plans that accelerate gains.

Your Patient and Employee Safety

We strengthen safety and reliability by embedding principles into the daily rhythm of support services and treating every nonclinical touchpoint as a safety moment. That includes clear interruption guardrails, standardized environment of care rounds and rapid response scripting aligned to your safety program and training associates to escalate early weak signals of distress or environmental risk before they become events.

Standardized Systems for Patients, Caregivers and Guests

Standardization ensures we deliver a consistent, high-quality experience across every site while preserving the flexibility needed for specialized clinical environments for Centra Health. By aligning service standards, workflows and performance metrics across support services, we create a scalable operating model that reduces variability and strengthens accountability.

When we standardize where it should be standardized and specialize where it matters, you gain clarity of roles, visible performance and reliable execution so leaders can coach consistently and results improve predictably across the enterprise.







Standards and Systems

The Integration of Scalable Performance

Sustained performance across Centra depends on a common operating model that connects strategy to daily work. Standardized playbooks, workforce enablement, technology and continuous improvement give teams the tools and processes needed to deliver reliably across sites and services.

Grounded in HRO principles, this integrated approach advances financial performance, human experience, safety and compliance together – reducing variation and creating a foundation for lasting results.



Accountability Across Each Site

A strong governance structure ensures the operating model is applied consistently and performance expectations are clear at every level. Standardized reporting, defined targets and tiered management give leaders visibility into results, areas for improvement and alignment with enterprise priorities.

Centralized support reinforces accountability while allowing teams to respond to local needs. This balance helps each site maintain high standards without adding unnecessary operational burden.



The Result

A transparent, reliable model that increases control and reduces site-to-site variability.

Road Map to Support Growth

Growth Introduces Complexity.

We help you standardize operations, align teams and ensure reliability across every site.

Focused Execution Drives Results.

Prioritize high-impact opportunities, track progress quarterly and scale what works across your system.

A Clear Road Map Keeps Growth on Track.

It connects priorities to actionable initiatives with defined ownership, timelines and measurable outcomes.

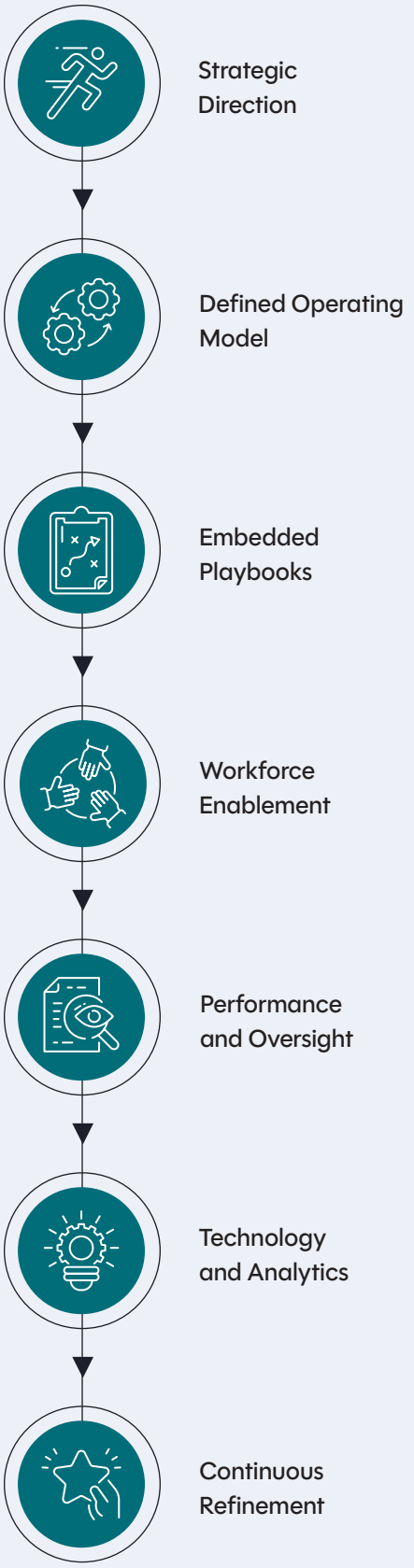
Adapt Without Losing Discipline.

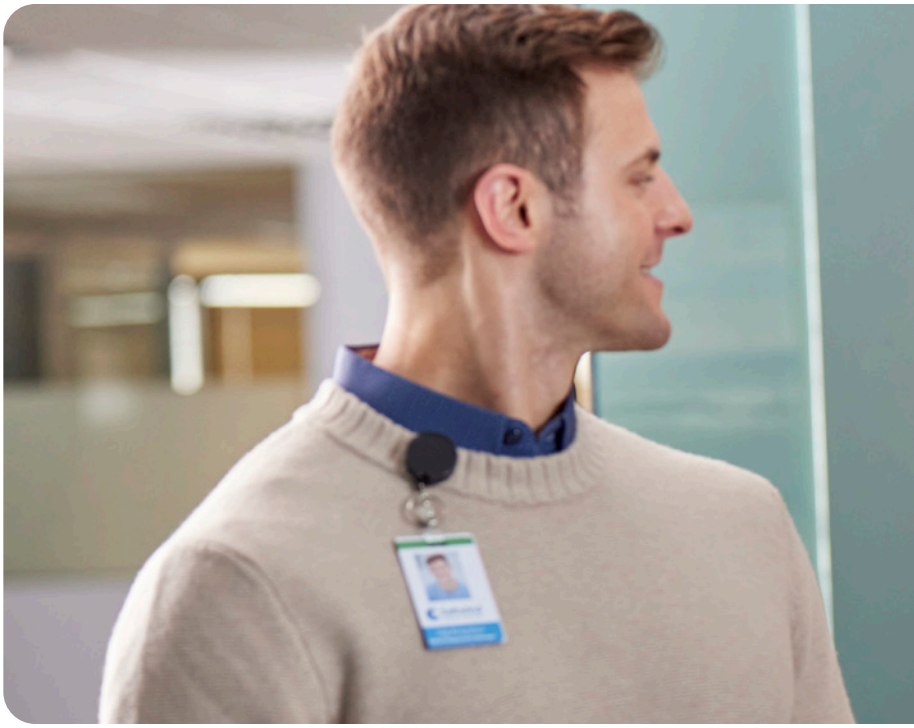
Build an operating model that evolves with care delivery while maintaining consistency, stability and performance across every site.

The Outcome

A stronger foundation for long-term consistency, clearer alignment between strategy and execution, and a model that helps Centra Health grow without losing control of the standards that matter most.







Enterprise Operating Framework

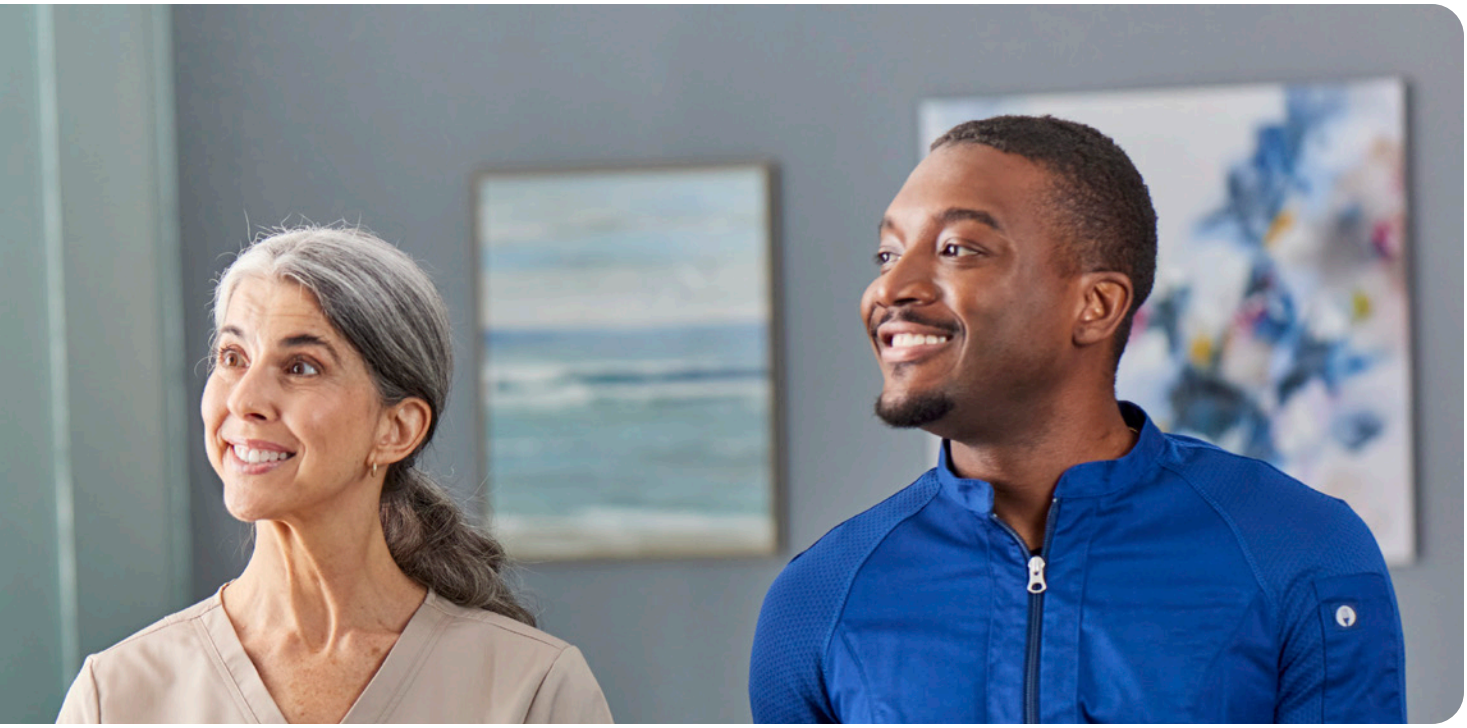
This framework creates a shared operating model: one strategy, one set of standards, one approach to training and one source of truth for performance.

Strategic Direction

Enterprise priorities are aligned to growth, experience, quality and financial performance, with governance ensuring initiatives support system-level objectives.

Defined Operating Model

Clear roles, workflows and standards reduce variation across hospitals, with defined ownership and escalation paths that protect accountability.



Workforce Enablement

Role-based training and leadership reinforcement ensure standards translate into daily performance.

Embedded Playbooks

Proven service line playbooks standardize execution while allowing local flexibility, scaled consistently through governance review.

Performance and Oversight

Tiered reviews, shared dashboards and a single KPI dictionary enable collaborative decision-making with clear accountability.

Technology and Analytics

Interoperable systems and real-time dashboards provide predictive labor analytics with EHR integration standards.

Continuous Refinement

Cross-system benchmarking and performance insights drive ongoing improvement and enterprisewide adoption of best practices.

The Result

Faster onboarding of new sites, clearer accountability for leaders and consistent execution across the system so experience, safety and economics scale together.



Transition Approach

Change Management for Centra Health

Transition is designed to protect continuity, reduce risk and accelerate time to value. It is led by a Crothall Healthcare project management team that has transitioned complex, multisite health systems using a governance model and repeatable playbooks documented across prior healthcare engagements.

It begins with a system planning and due diligence phase that establishes a factual baseline, aligns executive and operational stakeholders on priorities, and produces a single, integrated transition plan covering scope, milestones, resourcing, dependencies and risk mitigation. This plan becomes the one source of truth, reinforced through a formal governance cadence that enables timely decisions, clear escalation paths and executive visibility throughout the transition life cycle.

Execution is managed through PM-led, cross-functional workstreams with defined owners, on-site transition support and weekly reporting. Role-based training, systems and data validation, and rapid issue resolution are sequenced to maintain service stability as teams ramp up, an approach consistently used across Crothall Healthcare transitions to avoid performance dips at go live.

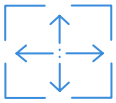
Readiness is validated through objective go-live gates. Team members are hired and trained, competencies completed, systems connected and technology tested so the decision to go live is based on evidence, not optimism. These gates are embedded in our governance framework and reviewed with clinical and executive stakeholders prior to cutover.

The differentiator is not just the plan but the experienced team executing it. Our transition leaders bring healthcare operational expertise, disciplined governance and proven processes that drive smooth transitions, rapid stabilization and early measurable results.

Transition governance functions as an integrated decision-making system, aligning daily operations with enterprise strategy through shared metrics, clear accountability and defined decision rights.

No-Surprises Cutover

At Crothall Healthcare, cutover is intentionally uneventful. Risks are addressed before go live through rigorous readiness reviews while executive oversight during cutover confirms stability and resolution, not surprises.



Case Study



Proven Transition Success

Three hospitals. One disciplined transition framework. Measurable improvements in patient experience, throughput and regulatory readiness within 90 days. **Scan the QR code to learn more.**

Contract Exit

Transition Assistance

Crothall Healthcare is committed to ensuring a smooth, organized and professional transition regardless of the future direction selected by Centra. Should Centra elect to transition services to another provider or bring environmental services operations back in-house at the conclusion of the agreement, Crothall will work collaboratively with designated stakeholders to support a seamless transfer of responsibilities. Throughout the transition period, we will maintain operational stability, preserve service continuity and provide reasonable cooperation to minimize disruption to patients, visitors, staff and clinical operations.

Data and Equipment Ownership

Crothall recognizes that operational transparency and continuity are critical to a successful transition. Upon contract expiration or termination, Centra will retain ownership of all client-owned data, reports, performance metrics, quality assurance records, staffing information, policies, procedures and operational documentation generated on behalf of the health system. Any Centra-owned equipment, supplies, furnishings and assets utilized in support of Environmental Services operations will remain the property of Centra. Crothall-owned equipment, technology and proprietary tools will be managed in accordance with the final agreement and transition plan.

Document Transition Process

Crothall follows a transition methodology designed to support continuity of operations and knowledge transfer. If a transition is required, a formal transition plan will be developed jointly with Centra leadership to outline responsibilities, timelines, communication protocols and key milestones.

The transition process may include:

- Transfer of operational documentation, policies and procedures.
- Handover of quality assurance records, audit results and performance reports.
- Review of staffing structures, schedules and workloading methodologies.
- Coordination regarding equipment, inventory and asset disposition.
- Knowledge transfer meetings with designated Centra personnel or successor provider representatives.
- Final operational reviews to ensure continuity of environmental services and regulatory readiness.

Our goal is to leave Centra in a strong position for continued success while maintaining a professional partnership throughout the transition process.



What to Expect when Transitioning EVS to Crothall Healthcare: Transition Milestones

We will host kickoff and transition meetings that serve as a platform for both Centra Health and Crothall Healthcare to discuss the transition plan in detail, outline key milestone objectives and address any concerns or questions. The following illustrates the typical milestones in our transition process after the contract is finalized and incumbents are notified. Exact dates and timing are tailored to each hospital.



Phase 1:

Planning (Days 0-30)

- Transition kickoff and planning
- Detailed site survey and visit
- Vendors contacted about opening date
- Finalize staffing model, post job requisitions and begin interviewing
- Complete the technology scope of work, place IT orders and kick off all app configurations
- Marketing and communications strategy drafted and reviewed with client
- Finalize branding strategy
- Identify key contacts and call cadence
- Edit, review and finalize transition plan

Phase 2:

Execution (Days 31-60)

- Conduct employee town halls
- Communicate with existing employees about the change and what to expect
- Drive update cadence
- Request licenses and permits
- Build operating plans
- Continue interviews and recruiting
- Finalize branding installation schedule
- Preopening marketing plan finalized (uniforms, signs, promotions, etc.)
- Conduct onboarding meetings – retain all in-scope employees

Phase 3:

Mobilization (Days 61-90)

- Meet-and-greet with administration
- Finalize permitting
- Equipment and hardware delivered
- Opening hiring is complete, new associates are onboarded
- IT network is installed and tested
- Coordinate on-site mobilization support
- Continue transition update calls

Phase 4:

Going Live!

- Initial takeover
- Go-live weekend setup and installation
- Daily check-in calls
- Staff training and orientation while continuing to ramp up as needed
- Facility walkthrough with appropriate partner and Compass Group stakeholders
- Execute opening communication strategies
- Install branding and signage

Dashboards: Turning Data Into Action

For Centra Health, meaningful performance improvement begins with clear visibility into operational, quality and financial outcomes. Crothall Healthcare's dashboard reporting framework transforms data into actionable insights, giving leaders the information they need to monitor performance, identify opportunities and make informed decisions in real time.

Enterprise Reporting and Performance Dashboards

Crothall Healthcare utilizes a business intelligence platform that delivers standardized, easy-to-understand dashboards across the organization. These dashboards provide a comprehensive view of key performance indicators, allowing leadership at the system, regional and site levels to monitor results consistently while maintaining the flexibility to address local priorities and operational needs.

Dashboard reporting brings critical performance measures into a single, transparent view, helping leaders track trends, benchmark performance and evaluate progress against established goals. Metrics related to patient experience, room turnaround times, quality assurance audits, infection prevention, staffing, productivity, safety and financial performance can be reviewed through customized reports tailored to the needs of each stakeholder group.

By consolidating operational data into a single reporting environment, Crothall Healthcare enables faster identification of improvement opportunities, strengthens accountability and supports proactive decision-making. The result is greater visibility into performance drivers, enhanced collaboration among departments and a data-driven approach to continuous improvement that helps ensure operational excellence across the system.

Sample Dashboard





Business Intelligence and Performance Visibility

Crothall Healthcare's business intelligence and operating infrastructure help surface savings opportunities, operational risk signals and performance variation across the system. That data is then translated into action plans with clear owners, timelines and measurable outcomes, creating a more reliable path from insight to execution.

Strategic Business Reviews

Strategic business reviews give you the data needed to validate performance, support key decisions and keep priorities aligned.

These reviews serve as executive checkpoints to:

- Validate financial performance and savings realization
- Review KPI performance and alignment
- Evaluate regulatory readiness and risk mitigation
- Reprioritize initiatives based on system strategy
- Align purchasing and GPO strategies with operational performance
- Review innovation already underway, including new programs and technology



The Result

You gain stronger visibility, clearer accountability and a more disciplined approach to sustaining performance. Crothall Healthcare supports your organization by connecting strategy, operations and financial oversight to enable better enterprisewide decisions.





People

How We'll Help Centra Health Find the Right Talent





A stable, engaged workforce is essential to consistent operations, high-quality service delivery, and a positive experience for patients, families, and caregivers. Strong retention, effective onboarding, ongoing development, and clear career pathways help create a culture where associates feel supported and empowered to perform at their best.

At Crothall Healthcare, workforce strategy extends beyond filling positions. We focus on building and sustaining high-performing teams by investing in development, recognition, engagement, and leadership support. This approach helps associates become productive quickly, grow their skills over time, and remain committed to the organization, creating continuity for the people they serve and the teams they support.

Our Approach

Targeted hiring +
Fast onboarding +
Structured training +
Clear career pathways +



= Stronger, more stable workforce



Close collaboration with nursing and human resources helps ensure workforce practices reflect your standards and support daily operations consistently. Integrated dashboards and structured governance routines provide leaders with clearer visibility into staffing, performance and emerging needs, creating a more transparent and unified way of working across environmental services.

The result is a workforce built for consistency, grounded in safety and able to deliver reliable performance across sites, shifts and the moments that matter most.

Talent Access at Scale

For Centra Health, faster access to qualified candidates can make a meaningful difference in workforce stability. Our talent pool of **more than 5 million** opted-in individuals allows recruiting efforts to begin with reach and speed, rather than starting from zero each time a role opens. That scale is paired with data-assisted sourcing to focus outreach where candidates are most likely to convert. Hiring is also aligned to current demand through zero-based staffing, helping staffing levels reflect today's volume and acuity rather than outdated patterns.

The Result

A more responsive talent strategy that fills roles faster, strengthens planning and supports growth.

Launching a Tech-Forward Approach to Recruitment

In today's competitive market, finding and keeping talent requires a clearly defined strategy. Crothall Healthcare will put a team of professional recruiters in place for you who are trained to attract and engage qualified candidates through a variety of avenues that leverage leading-edge technology, including:

1. Online auto-refreshes that maximize visibility
2. Automated interview scheduling via text
3. AI tools that engage passive candidates
4. DOWSkillbridge platform to recruit transitioning veterans
5. In-system text capabilities to engage candidates faster
6. Automated postings with sponsorship management
7. Labor market insights to tailor strategies by specific market and role
8. Presence at colleges, universities and industry events
9. Automated reminders that allow candidates to self-schedule interviews

In addition to training and technology, we also provide access to the support of a new business recruiter, as well as tactics to localize, specialize and customize your efforts via:

- Hiring events coordinated with your HR
- Streamlined background and health screens
- Skills-first screening and behavior interviews tied to Positive Impressions
- Site tours during the interview process that connect to hospital purpose
- Geotargeted campaigns, referral bonuses and text-application flows
- Recruiting platforms that specifically source talent in your areas of service

Retention

Retaining talent is a top priority, from Day 1 onboarding through recognition and growth. Crothall Healthcare enables you to reap the benefits of an organized retention plan that includes:

- First 90 days onboarding plan with buddy/mentor
- Recognition cadence (monthly shout-outs; service awards)
- Stay interviews at 30/90/180 days; heat maps of turnover risk by unit/shift

The Result

Stronger retention and dependable interdisciplinary collaboration allowing leadership to focus less on staffing disruption and more on advancing quality, outcomes and reimbursement integrity.

Career Mobility

Angie Jamison's Career Growth



1984-1991

Foundation in Healthcare Support Services

Began her career at Carilion Clinic in dietary services, then moved into environmental services as a housekeeping aide.

1991-1999

Expanded into Direct Patient Support

Advanced into patient companion and nursing assistant roles, supporting patients, families and clinical teams.

1999-2007

First Environmental Services Leadership Role

Promoted to site leader, owning staffing, scheduling, floor operations, employee training and daily team coordination.

2007-2016

Advanced to Supervisor and Operations Manager

Grew from supervising ~65 employees to managing broader EVS operations, including quality inspections, staffing, supplies and hospital leadership collaboration.

2016-Present

Operational Leadership with Crothall Healthcare

Joined Crothall Healthcare as an operational manager, leading daily EVS operations while supporting staff development, quality standards and the healthcare environment.



Development

Training turns SOPs into habit; development turns good teammates into leaders. Well-trained associates translate into improved patient satisfaction, increased throughput and a more connected system of care.

Development and training options are delivered and deployed locally through leaders and HR teams, through the Crothall Healthcare learning and development team, and through our corporate programs for all of Compass Group North America. At Compass Group, we also teach leaders to embrace learning in everyday interactions. This includes encouraging shadowing, mentorships and stretch assignments that provide experience and exposure opportunities for associates.

Developing Competencies

Our development programs support our competencies through learning at all levels of leadership:

- **Leads Self –** Delivers an outstanding individual contribution.
- **Leads Others –** Manages day-to-day performance and implementation of strategy and processes.
- **Leads Managers –** Drives operational excellence across multiple teams/sites, contributes to and implements strategy.
- **Leads Business –** Leads large operational teams and is responsible for strategic development of the business line and/or function.

Our development programs are designed to support team members' efforts to learn, grow and lead while fostering improved performance and lower turnover in the process. Each component consists of a specific set of goals and a curriculum designed to inspire team members to embrace a path of continuous growth.

Leads Self

- Role-based onboarding with skill and competency checkoffs
- Microlearning refreshers triggered by QA/Press Ganey insights
- Positive Impressions modules aligned to clinical context and your brand voice
- AI coaching and role-play options for practicing feedback and crucial conversations

Leads Others

- Coach the Coach for leaders (Gemba, feedback, corrective action)
- Hands-on HR training through HR Navigator and Leaders Fueling the Future new leader and newly promoted leader sessions
- Accelerated Manager Program for new and aspiring managers
- Lead Practical Management for emerging operational leaders with 2–4 years of leadership experience; Franklin Covey content that emphasizes leadership mindset, team results, culture of feedback, leading through change and more

Leads Managers

- Regional Leadership Academy helps leaders scale their leadership to meet the needs of highly complex or matrixed regional responsibilities
- Lead Strategic Leadership for multisite operational leaders and above; Franklin Covey content covers inspiring trust, creating vision, strategy execution and coaching the potential of others
- BetterUp leadership coaching options with both live coaching and AI options
- Regional team learning events as part of ongoing development
- Partnerships with various vendors for team dynamics work, coaching, public speaking and much more

Leads the Business

- ExecOnline is a cohort-based six-month learning journey that includes on-demand business school expert-led courses, applied learning experiences, group coaching and a capstone project
- Executive coaching is available through various partners for role transitions and growth
- International learning opportunities through our group office for leadership experience and exposure
- Korn Ferry and Table Group individual assessments, team debriefs and dynamic work to ensure highly collaborative, high-performing leadership teams

Program Examples Across All Associate Levels

- **Career Blueprint** development assessments through Harver (formerly Outmatch) to personalize development plans and coaching
- **Mapping for Action** is a Compass Group-specific, in-person, two-day business simulation to practice financial acumen, decision-making and practice with tools that help ensure sound financial responsibility
- **LinkedIn Learning** access to on-demand content for high-priority skills, leadership development, emerging business trends and more; now includes an AI coaching component
- **Curated Compass Group learning system** content for tracks in leadership, connections and productivity
- **Harvard ManageMentor** for contemporary expert commentary on over 40 different business and leadership topics delivered to associates through videos, worksheets, podcasts, articles and exercises

LinkedIn Learning

ims

HARVARD ManageMentor®

Development: Leadership Academy and Soft-Skill Coaching

Compass Group gives you the tools to strengthen your bench with a Leadership Academy that blends short sprints (90 minutes) and floor coaching. These include coaching conversations, recognition that lands, conflict deescalation, inclusive leadership, basic financial acumen and setting standards that stick. Soft-skill modules pair with Positive Impressions so leaders model the hospitality you expect. Graduates earn badges and become your internal trainers, which in turn multiplies the effect.



Payroll

Accurate, on-time pay sustains trust. We integrate scheduling, timekeeping and payroll to minimize corrections and eliminate surprises. We also institute controls and transparency through:

- Locked pay calendars; prepay variance checks with leader sign-off
- Clear differentials/premiums; audited time edits with reason codes
- Self-service stubs and tax documents; hotline for rapid issue resolution



Same-Day Pay

For team members who want flexibility, same-day pay provides access to a portion of earned wages. With clear safeguards, real-time tracking and education, it offers a simple, safe way to manage cash flow. Expect higher application rates and improved 90-day retention as new hires feel immediate financial stability.

Training

A key component to the success of our operations is our focus on the training and development of your team members at all levels. We provide more than one million hours of training every year and have been recognized by several outside organizations for our efforts, including:

Training MVP AWARDS
2026 WINNER

BEST PLACES TO WORK™
Modern Healthcare 2025

Our training provides focus on leadership, regulatory compliance, customer service and skills development to enhance performance and prepare our associates for the next level in their career. Crothall's top-notch training programs provide you with unprecedented opportunities. New technology, through e-learning, allows us to provide consistent, comprehensive training to all associates in a cost-effective manner. Your associates will continue to benefit from our commitment to the highest level of professionalism as we position them for career advancement.







MY GREAT *Start*

My Great Start provides frontline associates a consistent, standardized and welcoming onboarding experience. My Great Start equips new frontline associates with the information and resources needed for success and provides their supervisor/manager a positive, engaging connection with a new associate from their very first day.



Associate Training

- **New Hire Training (one week) –** EVS Basics
- **NET Training (one to two weeks) –** Hands-on
- **NET Training Competency Period (until 90 days of employment) –** Routine Competency Checks from Manager via Quality Assurance and QR Code
- **Weekly/Monthly Training (recurring weekly and monthly) –** Observation
- **Annual Training (recurring annually during employees' birth month)**

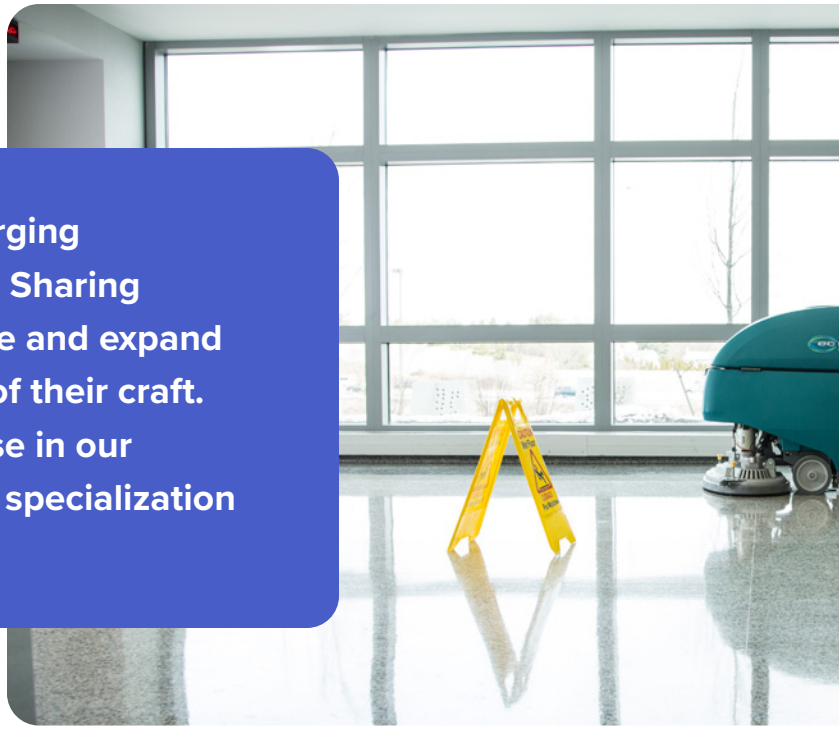
Manager Training

- **New Manager Foundations (two weeks) –** EVS Basics
- **Manager Development Rounds (MDRs) (weekly) –** Routine Competency Checks from Director
- **1:1 Meeting with Director (recurring every month) –** Meeting to Discuss Opportunities to Develop and Improve
- **Manager Competency Training (quarterly) –** Training Review and Testing
- **Annual Training (recurring annually) –** Training Review and Testing

Because our managers are allowed to grow in their core competency without distraction, they are able to share their experience with an uncompromising attention to detail.

Team members are trained, evaluated and retrained. Our quality management audits identify individual educational needs and training is designed to ensure those needs are met. All salaried and frontline members take part in our skill development programs. We provide monthly training seminars and offer optional classes. Every month, our training and development department publishes current course offerings, training resource information and updates on ongoing projects.

Our teams share best practices, emerging technologies and innovations in EVS. Sharing allows each team to constantly evolve and expand their knowledge and understanding of their craft. We maintain real, passionate expertise in our professions and bring the benefits of specialization to our clients.



Associate Training

Ongoing Training	Hours/Year
Daily Huddle	65 hours per year
Weekly Minder	26 hours per year
Monthly CHAT	12 hours per year
Annual Refresher	5 hours
Hospital-Sponsored	5 hours
Total	**113 hours per year**
New associates get another 40 hours initial training for a total of 153 hours the first year	

Position Skills Training

Position Skills Training is hands-on, one-on-one training provided as part of onboarding and annually to ensure the associate understands workflow and job responsibilities.

The Weekly Minders

The Weekly Minders program engages associates in renewed safety awareness. The Minders program is a guided team exercise led by operations managers focused on concerns, protocols and best practices in safety. Regular reinforcement dramatically improves both mindfulness and retention of all operational safety aspects.

In-Service Training

In-service training educates on regulatory requirements for safety and infection prevention. We complement in-service teaching with video-based tutorials and appropriate support materials.

chat...

CHAT (Communication, Help and Training) is a monthly on-site associate training tool. CHAT provides an ongoing team-based training process that is both structured and consistent, providing timely, accurate training materials focused on a different topic each month. Each year, new topics are selected.

positive++ impressions

Positive Impressions training teaches compassion, care and concern. We teach customer service tailored to each associate's role in influencing the experience of patients, family/guests and nursing/clinical staff. We involve associates in role-playing for effective retention. Our goal is to make a difference by practicing care, sympathy and concern in our relationships.





Associate Training Topics

- Hospital orientation (for new associates)
- Patients' rights
- Positive Impressions patient experience training
- The Four Points of Service Contact during the day
- The High Profile Cleaning process
- Job competency
- Safety, sanitation and infection prevention
- Special duties and team assignments
- Product and equipment utilization
- Remedial education
- Weekly and monthly in-services
- Cross-education
- Documentation awareness

Manager Training

Our Foundations program is designed for new managers, unit directors and assistant directors. It provides a wide variety of leadership development courses focused on preparing our managers with the skills they need to direct your department.

Foundations
Environmental Services

Foundations is executed live in certified accounts or remotely via Webex. Foundations is a two-week experiential learning course that provides hands-on training in operations. An additional one-week training course offered at their home accounts teaches key management tasks and processes.

The curriculum is intense. It includes an orientation to our company, an overview of all functions of the corporate office, hands-on experience with our proprietary software tool (TeamAPPS) and an in-depth review of account finances. Training continues with increased focus on the individual unit the trainee will manage, including operational overview, HCAHPS, third-party surveys, running the floor and scheduling.

Professional development never ends. In addition to the Foundations program, we employ tools and programs that include Careers for Life training programs, Litigation Avoidance training, Writing Advantage, Managing Inclusion and Behavioral Interviewing training.

Safety Training

Crothall Healthcare programs will be customized to deliver safe care to your patients and create a safe environment for the families that visit your facilities and your associates who serve them.

Our resources are instrumental in keeping us abreast of innovative solutions and understanding industry trends. They ensure company policies, procedures and practices are implemented in our operations. Our safety and compliance experts will be involved directly with Centra Health to ensure our service to your facility meets expectations for Joint Commission, CMS, CIMS (ISSA) and other established quality standards.

We operate based on a zero-tolerance policy for the persistence of infectious conditions, and our infection control performance hinges on rigorous personnel and equipment sanitation methodologies. Our calibrated validation and QA processes are designed to deliver exceptional infection control performance and to help bolster our clients' reputation for safety and excellence in care.

We use High Profile Cleaning procedures to promote safety and drive higher patient satisfaction scores. Team members are trained on procedures during their onboarding process and repeatedly thereafter. Additionally, associates are trained on our infection prevention modalities, which are detailed in our Standard Operating Procedure Manual. This manual was created based on industry regulations, researched and tested processes, and contains our cleaning specifications.

To visibly promote safety and increase HCAHPS scores, we recommend extended use of UV technology for sterilization of OR suites at night and nondischarge patient bathrooms earlier in the day. At Crothall, we follow a defined, validated process for the use of UV technology that positively affects patient flow, HCAHPS scores and patient safety.

While our processes, chemicals and equipment are selected with mindful awareness of the well-being of those who may come in direct or indirect contact with them, we also take the extra step of involving our risk management team in the design and implementation of our comprehensive safety program, which complies with all applicable safety and health laws. Our Safety Standard Operating Procedure manual is the most comprehensive of its kind in the industry and is focused on all aspects of safety.



Infection Control

Crothall's EVS team has an unblemished Joint Commission survey record. Our dedication and track record have been recognized not only by peers and clients but also by ISSA, the global cleaning association that sets the industry standards. In January 2009, Crothall became the first and only company exclusively devoted to healthcare support services to receive the Cleaning Industry Management Standard (CIMS) certification with honors distinction from ISSA. This prestigious certification recognizes Crothall as a company of excellence and establishes us as the premier environmental services provider in healthcare. Crothall has sustained CIMS and CIMS-G Certification over the past five years.

The safety of clients, staff, patients and employees is our top priority. To that end, we guarantee the results of our work in terms of infection control and associate safety. Daily rounding audits assess cleanliness, training and satisfaction. Our managers use scripted conversations with patients, nurses and team members.

Results are fed into our TeamCOACH system for tracking, assessment and reporting. Regional and national staff perform compliance audits. We add surprise audits to promote open communication within all levels of the organization so that no concern is met with bureaucracy or delay.

Infection prevention starts with a clean environment. Our methods and standardized protocols have been fine-tuned over millions of cleaning events in the past 30 years. We have strict QA procedures and aggressively use ATP testing to ensure we leave a disinfected environment for patients and staff. Microorganisms have become more resistant.

That's why we employ cutting-edge testing and introduce new products, procedures and equipment to use in the highest risk areas.

Our partnership will create access to countless clinical studies researching new cleaning processes, training, chemicals and tools, allowing us to be innovative with new technologies that present significant advantages to Centra Health's infection prevention efforts. Some of the most promising innovations we have tested include the following:

- **KalVac:** This HEPA filter-equipped wet/dry vacuum system provides a powerful and environmentally friendly solution to patient room and bathroom sanitizing that leaves no residue and captures over 99% of all pathogens.
- **UV Irradiation:** A portable device emits a powerful stream of ultraviolet energy, eliminating all living microorganisms in a room in a matter of minutes. The device measures reflected radiation levels throughout the treated space to ensure appropriate kill levels. This cutting-edge technology is the ideal solution to prepare OR suites or other sensitive areas between patients.
- **ATP Testing:** The only way to prove that germs have been eliminated from surfaces is to test for traces of living organisms. We will employ technology that enables a 45-second swab test of high-touch areas during routine QA audits to ensure that cleaning and disinfecting have been done properly.

As exciting as these technologies are, we never lose sight of the fact that there is no substitute for a fundamental focus on proper cleaning and disinfection by expert specialists. Regardless of the tool set, our cleaning protocols will continue to exceed recommendations by regulatory organizations such as the CDC, OSHA, DOH, AORN and Joint Commission.

Transitioning Your Team



When you partner with us, you gain access to our new business ambassadors – a purpose-built transition team dedicated to Centra Health. Unlike shared or regional HR models, this team is embedded in the transition governance and accountable for workforce readiness ahead of go live. Their focus is to ensure teammates are informed, enrolled, trained and ready before Day 1, reducing disruption, protecting retention and allowing site leaders to stay focused on operations rather than onboarding execution. The new business ambassadors oversee every step of the teammate experience through a proven, people-centered transition model:

Information Sessions

Our new business ambassadors lead structured information sessions immediately following your announcement. These sessions are aligned to a communication plan jointly developed with your HR and communications leadership. They are designed to eliminate uncertainty early by clearly outlining what is changing, what is not, key timelines and teammate implications.

This disciplined, early-stage communication approach has consistently supported **retention of 98% of teammates** through the transition period, protecting institutional knowledge and ensuring operational continuity from Day 1.

Personalized Onboarding

Ambassadors deliver one-on-one onboarding to ensure every teammate is fully ready before go live. This includes completion of preemployment screening, system access and pay readiness, eliminating downstream payroll or compliance issues. Personalized sessions also surface and resolve individual concerns early and provide a space for connection and reassurance.

Benefits Education and Support

We deliver structured benefit education during onboarding sessions to walk teammates through enrollment requirements and eligibility rules and to clarify any employer-provided credits. No one is left guessing; everyone feels confident and cared for, and the results are a more confident workforce with no disruptions to pay or benefits.

Go Live and Kickoff Training

Active go-live oversight and payroll monitoring reduce launch phase risk, safeguard pay accuracy and enable a smooth handoff to regional HR. This ensures operational stability and teammate readiness to deliver exceptional service.

Medication Security

EVS staff access will follow Centra's medication security policy.

Benefits

Crothall Healthcare is submitting benefits summary separately.

The Value to You

With new business ambassadors at your side, Centra Health gains workforce-experience partners dedicated to protecting operational stability through change. Their white-glove approach minimizes disruption, strengthens teammate engagement and builds workforce continuity into every stage of your transition to Crothall Healthcare.

Our approach is designed to help you:

- **Protect retention and institutional knowledge**
- **Ensure workforce readiness before go live**
- **Reduce operational and HR disruption during cutover**
- **Allow leaders to focus on performance, not onboarding execution**





Employee Engagement

Elevating Engagement at Centra Health

When employees are prepared and connected to their work, teams are better able to perform reliably, adapt to change and create a more consistent experience for patients, families and each other. You made it clear your people are central to the Centra Health experience.

Teams Built on Trust

Building strong teams means creating a workplace where expectations are clear, support is reliable and employees feel ready to act when patients need them. When this foundation is in place, teams perform with greater consistency. They adapt easily to change and deliver service in a way that feels seamless. Just as importantly, caregivers are supported by an environment that removes friction rather than adding it.

The employee experience drives operational stability. When the work environment aligns with your culture, teams stay engaged.



The Result

A workforce that is stable, resilient and better equipped to support safe, consistent care.

Operational Impact

Greater Stability

A better employee experience boosts retention, reduces disruption and builds confidence among team members.

Stronger Engagement and Performance

Clear communication and support drive focus, teamwork and reliable service.

Aligned Culture and Operations

When daily work reflects your values, accountability and consistency improve across the organization.

An Environment That Supports Performance

A strong employee experience creates the conditions for people to do their best work. When avoidable barriers are removed, employees can stay focused on patients, families and one another.

For Centra Health, this requires an intentional approach to the factors that shape daily work. Clear communication, practical support, thoughtful change management and attention to well-being all contribute to a more dependable environment. When employees feel equipped to succeed, they are more present, more engaged and better able to deliver consistent care.

It is not about adding programs. It is about creating a workplace that supports performance in a meaningful way. The outcome is an environment that operates with greater reliability, supports safety more effectively and helps sustain the compassionate experience patients and families expect.







Employee Experiences That Support Performance

A strong employee experience creates the conditions for people to do their best work – removing everyday friction so teammates can remain fully present for patients and families. We reinforce a culture where employees feel genuinely cared for in the environments where they serve by intentionally supporting their:

- Physical Health
- Nutritional Health
- Mental Health
- Financial Health

The Result

A more engaged workforce, stronger retention, fewer disruptions and a more stable environment for patients, caregivers and support teams.



Physical Health

Safety is a crucial concern for both you and your workforce. How can you ensure that you are providing the condition needed for your people to do their best?

Safe, well-maintained environments, consistent personal protective equipment, cared-for break spaces and rapid facility issue resolution through electronic work orders provide a stable foundation for daily performance. Beyond the four walls of the hospital, Crothall Healthcare also supports teammate well-being with expanded access to One Pass, which offers convenient entry to fitness centers and classes that make it easier to build healthy routines outside of work. Paired with a comprehensive medical benefits offering, this helps teammates stay healthier, miss fewer shifts and bring more energy to the work. This, in turn, strengthens retention and reliability while reinforcing a culture that cares for caregivers.

Nutritional Health

Access to value-based micromarket pricing, hydration stations and healthy grab-and-go options supports daily energy and resilience, particularly in high-intensity clinical environments.

Mental Health

Through Compass Group, teammates have access to employee assistance programs, predictable schedules, clear communication and frequent recognition – reducing stress and reinforcing belonging during both routine operations and peak periods.

We also extend support beyond the basics. Through confidential counseling sessions for the teammate and eligible family members, help is available when life outside work affects performance inside it. In addition, our partnership with Headspace expands everyday access to guided tools for stress management, mindfulness, sleep and resilience – reinforcing the concept that mental health is not an afterthought but an area where we invest intentionally to strengthen stability, retention and overall well-being.

Financial Health

Financial stability is reinforced through accurate payroll, clearly communicated pay differentials, 401(k), same-day pay and schedules posted in advance. Transit or parking stipends – where appropriate – emergency assistance funds and intuitive self-service tools further create predictability and trust.

Opportunity and Growth

Beyond well-being, teammates benefit from clear pathways to grow. Tuition and credential support, career coaching and structured development conversations ensure fair access to advancement consistent with a culture, opportunity and inclusion framework that values opportunity, voice and progression.



Culture, Opportunity and Inclusion

At Compass Group, culture, opportunity and inclusion (COI) shapes how we live our values every day and guides how we operate. COI reflects our commitment to creating workplaces where people feel cared for, supported and empowered to do their best work.

Culture is the way we show up for one another – how we treat each other with respect and lead with care. Opportunity is about fair access for everyone to learn, grow and lead, regardless of role or starting point. Inclusion is how we ensure every voice feels heard and valued across our teams and locations.

As a company rooted in hospitality, taking care of people and creating welcoming environments for everyone we serve has been part of our DNA since inception. Whether you're in a cafe, a campus, a hospital or a boardroom, our message is the same: Everyone at Compass Group deserves to feel included, experience a caring culture and have access to opportunity. That's what COI is all about.

Community Connection and Belonging

Our commitment to community health extends beyond daily operations. Team members actively participate in local outreach initiatives such as **Socktober**, an annual donation drive supporting area shelters, as well as seasonal service activities that promote connection and shared purpose. These efforts reflect a broader dedication to community benefit, strengthening partnerships, supporting local needs and fostering a culture grounded in service and well-being.



Crothall Perks and Support

The Crothall Perks and Support programs reduce friction in daily life while strengthening retention, engagement and workforce stability. Leaders ensure operational reliability through predictable schedules, clear communication and responsive issue resolution so standards remain high even during periods of change.

Employee Engagement

Engagement is more than a survey. It's a system. We run a simple tech-enabled, repeatable cadence that captures voice, closes loops and celebrates wins. Components include:

Voice of the Teammate

We create multiple, low-friction ways for teammates to be heard through brief quarterly pulse surveys, always-on QR code feedback and structured supervisor listening posts. Together, these inputs provide a steady, real-time view of what is working, where friction exists and where targeted support can make the greatest difference.

Closing the Loop

Listening only matters when action follows. Feedback is translated into visible next steps through "You Said, We Did" updates shared in daily huddles, with each commitment clearly owned and tracked to completion through Elevra – reinforcing trust, transparency and accountability.

Manager Effectiveness

Frontline leaders are equipped to lead well through coach the coach sessions, practical playbooks for feedback, recognition and corrective action, and peer roundtables that support new managers as they build confidence. This shared leadership foundation promotes consistency, fairness and stronger team engagement across sites and shifts.

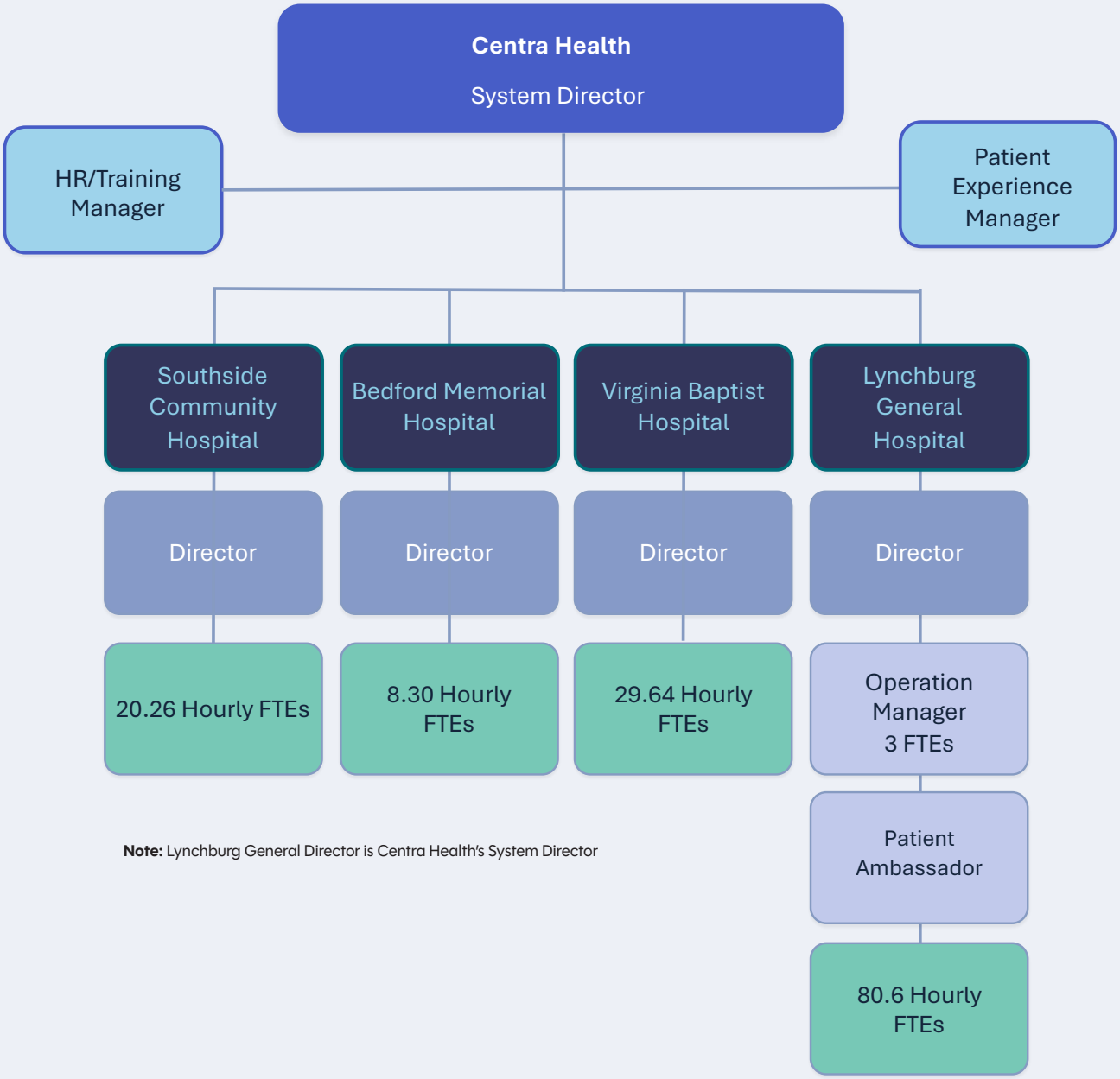
Stay and Grow

Retention is strengthened through intentional moments that invite conversation – 30/90/180-day stay interviews that surface early signals and growth discussions embedded into annual reviews. These touchpoints ensure teammates feel seen, supported and clear on how they can grow within the organization.

Dedicated Resources and Accountability

Execution is sustained through named ownership. At the site level, optional patient experience managers, training leads and service line managers reinforce standards daily. At the enterprise level, optional HR business partners, inclusion leaders and program managers provide recruiting analytics, engagement cadence and action tracking through Elevra.

A surge bench and national performance resources provide targeted support during transitions, peak demand and growth initiatives, helping maintain workforce engagement, operational stability and service continuity when it matters most.



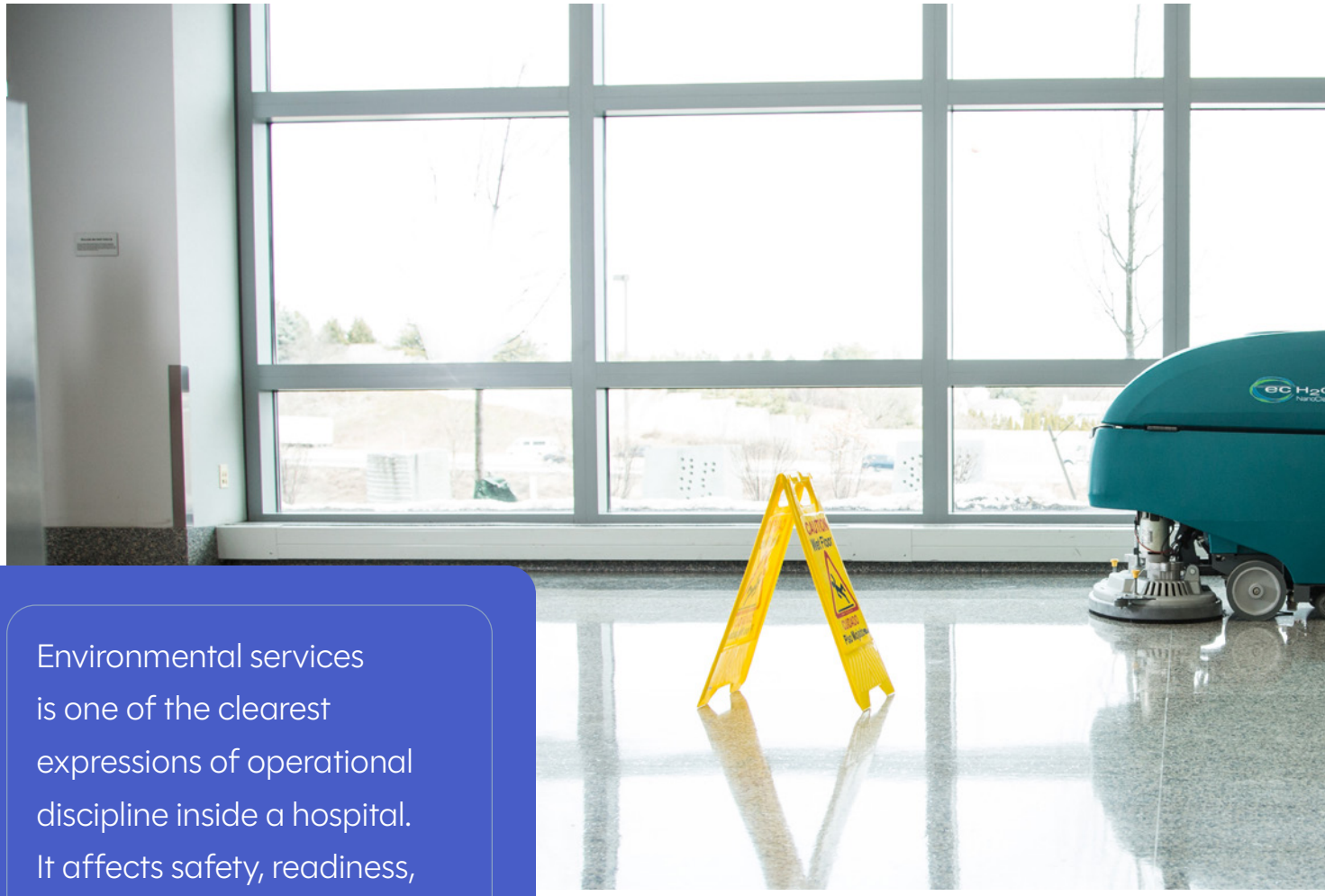
Note: Lynchburg General Director is Centra Health's System Director







Environmental Services



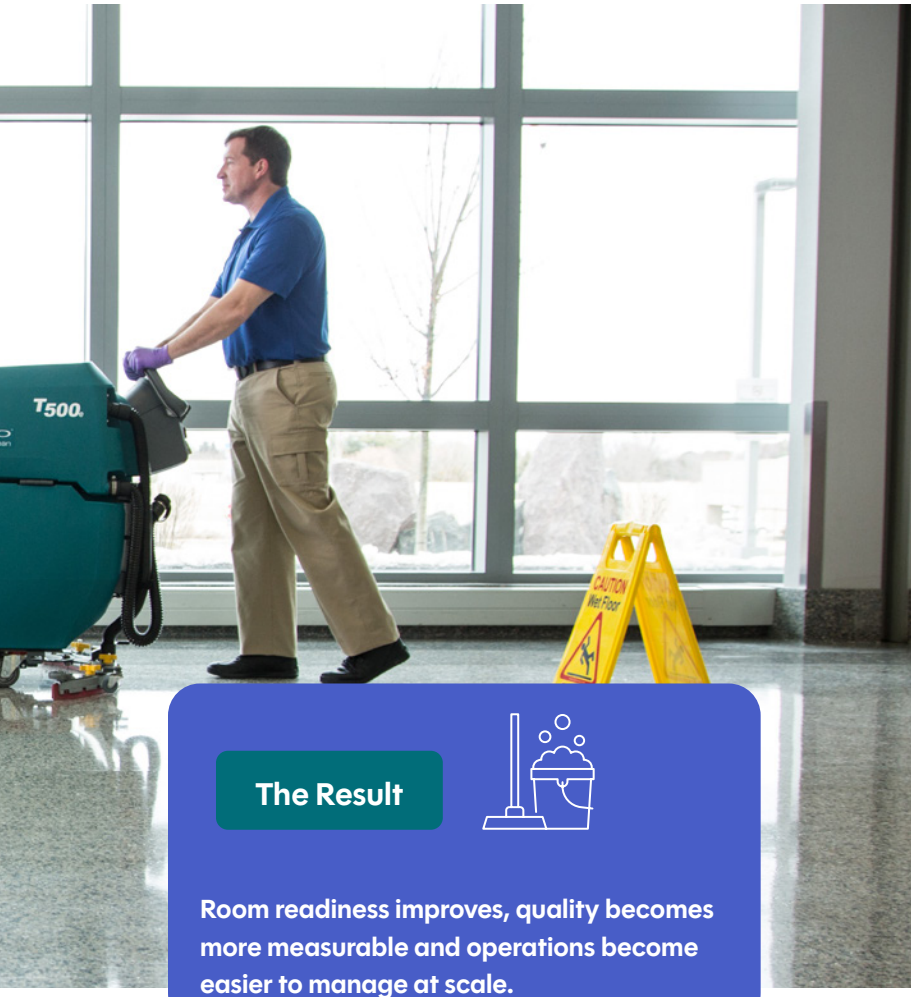
Environmental services is one of the clearest expressions of operational discipline inside a hospital. It affects safety, readiness, throughput, perception of care and confidence in the environment itself.



Environmental Services

For Centra Health, environmental services (EVS) is not simply about cleaning rooms. It is about creating clinically ready spaces, reducing variability and supporting a safer, more predictable experience across the organization.

Crothall Healthcare approaches EVS through standardized workflows, visible quality controls, structured leader routines and technology-enabled performance visibility. This allows teams to deliver more consistent outcomes under real hospital conditions while helping leaders identify and address variation earlier.



The Result

Room readiness improves, quality becomes more measurable and operations become easier to manage at scale.

Stronger EVS performance supports patient flow, reinforces infection prevention priorities, improves responsiveness and strengthens the patient's perception of care from the moment they enter the environment. It becomes an important contributor to both operational reliability and the overall human experience.

Cleaning Equipment

Standardized carts, microfiber systems, innovative solutions and smart dispensers match your surface mix and infection prevention standards. Planned maintenance keeps uptime high while ergonomic setups reduce strain injuries. Training covers safe use, dwell times and room-to-room sequencing so cleans are effective, efficient and consistent across Centra Health.

10-Step High Profile Cleaning Program

Together, we can ensure patient rooms will be predictably clean and clinically ready by implementing a simple, visible sequence teammates can easily follow.

1. Interact with patient or guest
2. Pull trash receptacles
3. High dust above eye level
4. Disinfect horizontal surfaces
5. Spot clean vertical surfaces
6. Clean/disinfect restroom
7. Dust mop floors
8. Inspect work
9. Damp mop floor
10. Interact with patient/guest

This order reduces bioburden, avoids recontamination and strengthens perception of care, all of which can have a direct impact on your patient satisfaction and stars.

Systemwide Standardization

Crothall Healthcare is focused exclusively on healthcare support services. Our company has invested heavily in our patient services network of experts, standard operating procedures, time-tested processes and cutting-edge technology to provide a clean and safe environment of care for all your stakeholders.

Patient Safety Infrastructure

1. Standardized 5 Infection Prevention Pillars (High Profile Cleaning (HPC)) & Operational Mitigation of Infection Transmission (OMIT)
2. Strategic Focus Clinical, Nonclinical Spaces & Cluster Events
3. Hand Hygiene Compliance, PPE & Training
4. Quality & ATP Surface Measurement
5. Adjunct Technology, including: UV-C; Electrostatic; Surface Barrier Solutions

Laser Focused on the Experience

Our Positive Impressions patient experience program drives a consistent experience during every interaction with your patients by incorporating our tenets of Defining Moments, Engagement, Tailored To Fit and Expertise.

Centra Health's EVS program provided by Crothall Healthcare will deliver a standardized customer service solution with an eye always on elevating the patient experience. We have the resources to help elevate the experience for you, ensuring all stakeholders experience a consistently high level of satisfaction across the system.

ED Concierge – Exceptional Emergency Department Experiences

To help our health system clients who are focused on improving patient satisfaction in the emergency department (ED), our specialists created an ED concierge program. Its focus is on improving patient satisfaction, specifically for patients who are admitted through the emergency department. We ensure ED cleanliness by wiping down seats, removing trash and maintaining the waiting room's general upkeep.

Standardized Technology and Programming Across the System

Creating consistency and program visibility provides immediate benefits including greater throughput and efficiencies by standardizing processes from shift to shift and from location to location. Standardization throughout the system.

Real-Time Performance Tracking

Elevra's Assessment program will be introduced to provide real-time performance tracking to proactively identify areas of opportunity.

We have been delivering positive outcomes in EVS for over three decades. Patients are noticing – HCAHPS scores continue to increase year over year. These noticeable outcomes keep us growing.



Unifying Operations Management Duties and Metrics

Elevra will be implemented to ensure we continually work smarter, seamlessly unifying operations management duties and metrics in a single digital platform. Staff at facilities or within departments can address chronic issues related to efficiency as well as act faster in the moment to address high-priority tasks. Response to issues that arise improve as each associate has immediate access to management for assistance when needed.

Continuous Improvement by Establishing Governance and Innovation Council

We understand the vision we achieve must be yours. Crothall Healthcare recommends the formation of a system governance and innovation committee, comprised of both health system and Crothall leadership. The committee will work collaboratively on determining the best way to apply capital and how to most effectively bring your desired solutions to life in each of your facilities.

Making Care More Personal

Efficiency that Promotes Care

Our program is designed to deliver the best outcomes. When that is accomplished, increased patient satisfaction, reduced staff frustration and maximized revenue naturally flow.

Helping You Standardize

Standardization drives outcomes in environmental services. We implement standardized Lean-engineered cleaning processes that are science-based to minimize the spread of healthcare-associated infections (HAIs) and improve infection prevention.

Improve Nursing Relations

We collaborate and engage with nursing. We partner with them to prioritize daily duty lists to improve throughput and patient satisfaction. We make sure nurses are able to focus on their mission of healing.

Reduce Risk

We utilize the latest innovations in infection prevention to increase patient safety and reduce the incidence of HAIs.In the event of outbreaks or emerging infectious disease concerns, Crothall partners closely with Infection Prevention and hospital leadership to implement enhanced cleaning and disinfection protocols. Response activities may include increased cleaning frequencies, deployment of enhanced disinfection technologies, targeted staff education, outbreak-specific cleaning protocols and ongoing monitoring to support infection containment efforts and regulatory compliance.

Create a Better Patient Experience

Improving patient satisfaction through technology, training and improved nurse satisfaction. Our EVS staff is trained in our Positive Impressions program, which has improved the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores. And nurses who are able to operate at top of license enjoy higher job satisfaction. The Centers for Medicare & Medicaid Services (CMS) research has proven that when nurses are more satisfied, HCAHPS scores improve.



We continue to devote more dedicated resources than anyone else in the industry. Our specialized support structure, from housekeepers to regional managers to division vice presidents, is solely responsible for EVS and possesses full accountability for outcomes from beginning to end.







What You Can Expect from Us

The patients we serve can not only expect a bright and shiny room but great customer service and teamwork, too. In addition to specialized service, there are three distinct differences in our environmental services compared to all others in the industry:

Perception and Reality of Clean

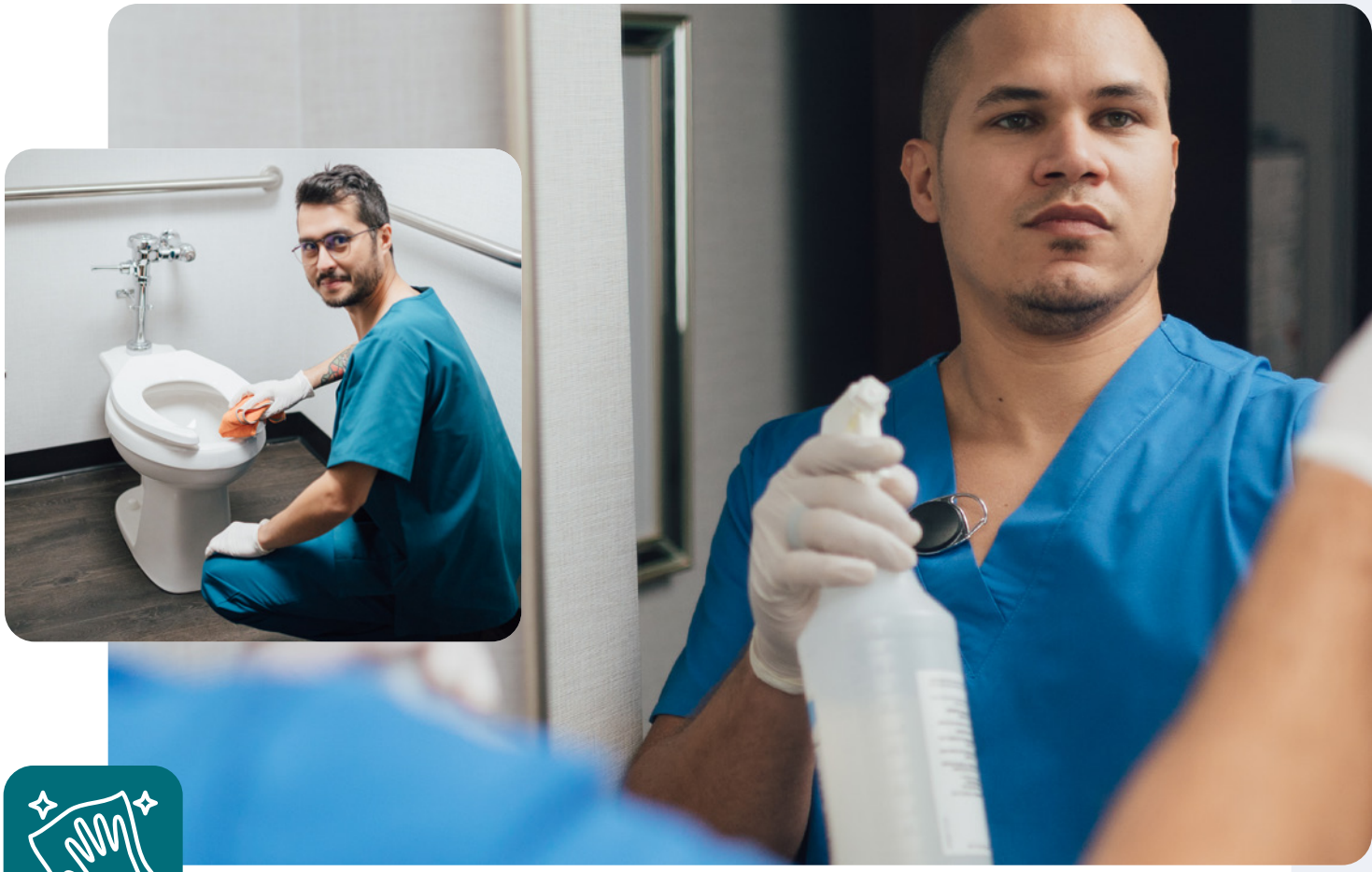
Quality and Safety

Innovation

Perception and reality of clean is critical in our protocols. Patient experience is woven into the DNA of our service. We recruit, hire and train staff to not only disinfect a room, but to also engage patients.

Innovation flourishes in our "craft master" environment. Our R&D committee is committed to finding and testing new innovations in the market. The team was first to the market with triple UV irradiation and ATP testing. Our innovations in technology deliver cloud-based solutions that power mobile devices for faster resolution and service delivery.

Quality and safety are critical for us. Our staff using the right processes and products in partnership with cutting-edge suppliers can help reduce HAI incidence and readmissions.



Perception and Reality of Clean

Our research indicates that patients' perception of hospital cleanliness in particular is a lever for multiple quality and experience outcomes, making it an important improvement target. Specifically, the data show that patients' perception of hospital cleanliness is highly correlated with the risk of hospital-acquired infections (HAIs) as well as HCAHPS indicators of both patient loyalty and teamwork. In other words, patients know clean when they see it, and it's important to them.

Patients are not merely impressed by shiny floors, clean bathrooms and clutter-free common areas. They expect this level of cleanliness, and they perceive it as a minimum requirement for safe, high-quality care. Your patients' perception of cleanliness also affects your hospital's overall reputation and, importantly, patient loyalty.

The third most influential question explaining patients' willingness to recommend the hospital, behind the questions asking whether doctors and nurses listened carefully, was "How often were your room and bathroom kept clean?" Among patients who reported that nurses and doctors always listened well and the room was always kept clean, 90% would highly recommend the facility.

Crothall Healthcare's precise protocols maximize productivity with exceptional efficiency. We teach the protocols we've learned throughout our singular focus on environmental services.

Quality and Safety

Standardized Practices Advanced with Innovation

A comprehensive approach grounded with best-in-class specialization has far-reaching implications on delivery of support services in a standardized, consistent manner, creating a brand that supports your mission.

Your hospital's appearance is the first opportunity to make an impression on patients and visitors. Creating a clean and safe facility builds confidence in your services and translates into improved patient satisfaction. Our industry-leading expert managers in hospital environmental services, supported by our proprietary software systems, bring best practices and an extensive network of resources to our customers. We back up our results with real guarantees to ensure maximum value.



From patient satisfaction programs to improved HCAHPS scores, our hospital environmental services are focused on the top challenges that you face daily. We can even customize our "green" hospital housekeeping programs, employing the most environmentally conscious processes and equipment to support your sustainability initiatives.

A Proven Process for Guaranteed Quality

- Customer rounding and surveys
- HPC reviews
- Employee QA
- Biannual program reviews
- Measure, report and respond
- Quality assurance
- Patient rounding and surveys

Outcomes Guaranteed

- Increased focus on patient care
- Guaranteed service outcomes
- Maximized staff productivity
- Improved revenue stream
- Consistent high levels of cleanliness
- Increased Press Ganey scores and staff engagement
- Environmentally conscious cleaning practices
- Reduced hospital-acquired infections

We believe a good idea can come from anywhere. When singular focus in a chosen profession ignites the fire of innovation, searching for better ways becomes a passion.

Innovation

We lead the industry in innovation and are continuously improving as we strive to provide perfect patient care. Innovation thrives under our model of specialization and our solutions are customized to meet your specific needs.

Our R&D team searches and evaluates emerging innovations in products and equipment. Only those that meet our strict criteria will be integrated into our processes and procedures. One example of an advancement now being tested is Liquid Ozone chemical-free disinfectants. The Tersano Lotus Pro cleaning system produces liquefied ozone using tap water and 120-volt electrical power to create an industrial cleaner that is 50% stronger than chlorine bleach, but exceeds the Green Seal Environmental Standard (GS-37).

Three Core Areas

Infection Prevention

All solutions that have the potential to impact infection prevention and reduce HAI incidence.

Green/Sustainable

All environmentally responsible products, equipment and protocols are evaluated for optimum performance and cost effectiveness.

Aesthetic Solutions

A diverse group of products and equipment that ensure areas look as clean as they are (window washing, etc.) and are evaluated regularly. We clearly understand that the perception of clean is just as important to patients and staff as clinically clean.







Infection prevention begins with the physical environment. We use an independent infection control consultant to ensure our strict standardized protocols are consistent and that they deliver thorough cleaning of high-touch points within the patient environment. Our commitment to patient safety includes:

ATP Testing

We measure the effectiveness of our work and provide teachable moments. Using the latest in hand-held testing equipment we can test for adenosine triphosphate (ATP) – the enzyme found in all organic matter. The hand-held luminometer provides results within seconds so corrective actions in disinfecting and training can be taken immediately if needed.

UV Irradiation

We were the first EVS provider to use UV technology to disinfect high-risk areas. UV technology has been proven effective against highly resistant forms of bacteria in multiple clinical tests. We now use triple emitter technology. With three UV emitters operating in a room at the same time, treatment is faster and more thorough – the closer the emitter is to surfaces, the more effective the treatment.

ISSA CIMS®

We were the first healthcare provider in the nation to earn the international CIMS certification with honors in 2009. We have passed each audit conducted by ISSA and have been recertified every time. In 2011 ISSA also awarded us CIMS-GB for sustainable cleaning protocols.

handwashingforlife®

We are the only EVS provider that has joined this important effort to help our staff and even our clients' staff improve hand-washing effectiveness in their facilities and reduce HAI incidence.



SHYLD

Shyld AI is an autonomous, AI-powered UV-C disinfection solution that enhances infection prevention by identifying and sanitizing high-touch surfaces in unoccupied patient care environments. Using advanced sensors and real-time monitoring, it delivers targeted disinfection, supports faster room turnover and helps reduce the risk of healthcare-associated infections while ensuring safe operation.

Elevra

Crothall Healthcare is committed to accelerating technology innovation and digital transformation, improving the quality of care and increasing patient satisfaction. In the ever-evolving healthcare landscape, efficiency and patient care are paramount.

Elevra's Tasks module is a revolutionary digital solution designed to transform healthcare operations, enhance productivity and elevate patient satisfaction.

This innovative task management platform is specifically tailored for the healthcare industry, seamlessly integrating with existing systems to provide a user-friendly interface for healthcare professionals at Centra Health to manage their daily tasks efficiently.

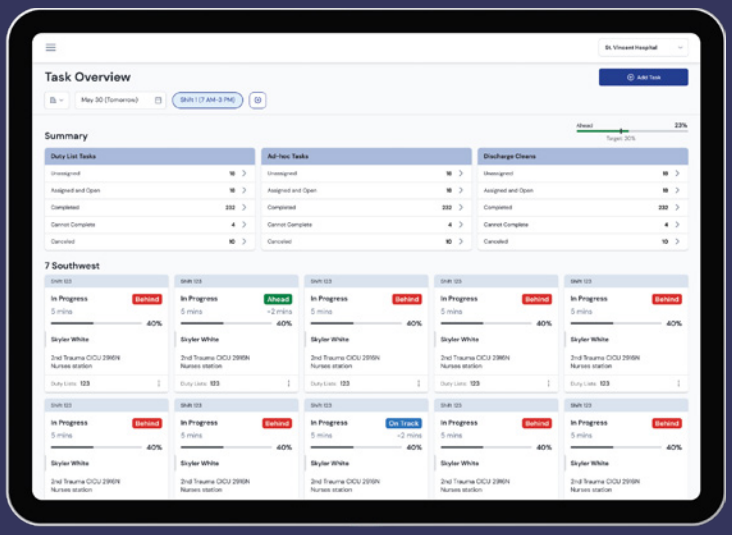
It enhances workflow efficiency by automating routine tasks, reducing administrative burdens and allowing healthcare professionals at Centra Health to concentrate on patient care. It improves communication by facilitating real-time collaboration among team members, ensuring everyone stays informed.

With Tasks, You Can Expect:

- **Enhanced Task Management –** Tasks significantly streamlines task assignments and real-time task requests. Managers will be able to quickly distribute and auto-assign duty lists by monitoring shift metrics, leading to more efficient task completion and better resource allocation.
- **Secure Data Management –** Tasks ensures the highest level of data security and compliance with healthcare regulations.
- **Real-Time Monitoring –** The platform provides a dashboard for real-time monitoring of task KPIs, shift progress and metrics. This feature allows managers to track the status of each operator and distribute tasks more effectively, reducing delays and improving overall workflow.
- **Improved Communication –** TaskUp facilitates real-time communication and collaboration among team members. This ensures everyone stays informed and is on the same page, leading to better coordination and fewer misunderstandings.
- **Mobile Accessibility –** Access TaskUp on the go with our mobile app, available for both iOS and Android devices.
- **Data-Driven Insights –** TaskUp offers valuable analytics and reporting features that help healthcare facilities make informed decisions. By providing insights into task performance and operational metrics, the platform enables organizations to optimize their processes and improve efficiency.
- **Cost Savings –** By automating routine tasks and streamlining processes, TaskUp helps reduce operational costs. The platform's ability to eliminate inefficiencies and improve resource utilization results in significant cost savings for healthcare facilities.

Dispatcher App

- Manually distribute and auto-assign duty lists and real-time task requests
- Monitor and manage shift progress, metrics and real-time KPIs
- Any unassigned tasks can be viewed, marked as complete or reported for issues or concerns

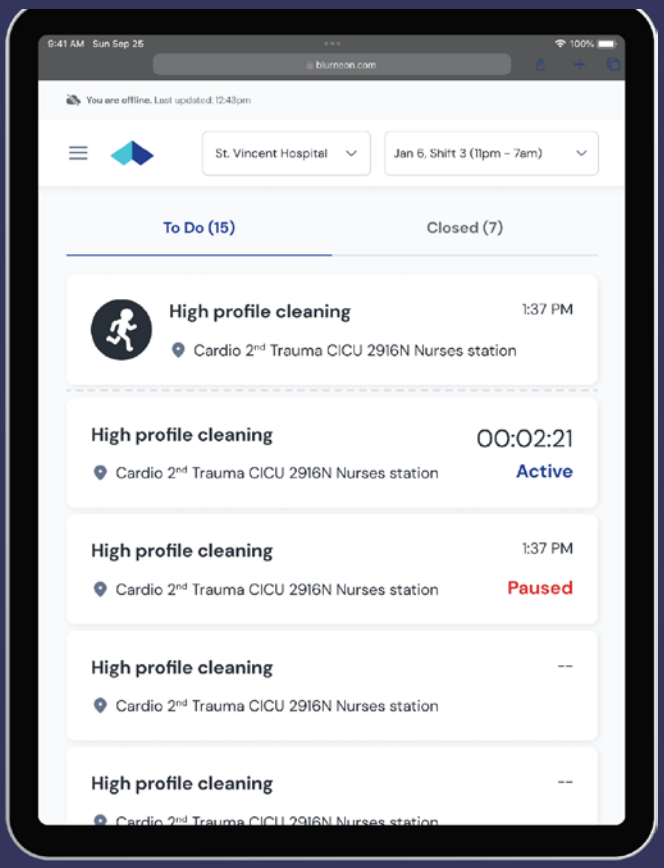


Admin App

- Create daily, recurring and as-needed duty lists
- Set up task standards, including expected duration and location
- Maintain and manage site geography, users and user roles

App

- View and record the execution of tasks
- Report and self-assign ad-hoc tasks
- Log breaks and meal breaks
- Receive notifications for different task types



Elevra Tasks is more than just a task management tool; it is a comprehensive solution that empowers healthcare professionals to deliver the highest quality of care. By implementing Elevra, our partners will experience increased efficiency, improved patient outcomes and significant cost savings.

Crothall Healthcare offers a range of innovative EVS solutions, with a strong focus on optimizing staffing and elevating the patient experience. These innovations are designed to align labor resources with real-time operational needs, allowing our teams to focus on high-impact areas while automated solutions handle routine or large-surface cleaning tasks. This not only improves productivity but also supports a consistently high standard of cleanliness, which is critical in acute care environments.

Innovation Track

Healthcare organizations must focus on being predictive, preventive, personalized and participatory and innovation and technology can play a crucial role in achieving these objectives.

MOONBEAM



PDI/Tru-D



Nilfisk



iCleanse



Synexis



LIV Process



SHYLD AI



Path03gen



Kolo & Leviant



Lionsbot



Kinnos



Compass VR



Taski



Trax



Get Somatic



Nevoa Nimbus



Autonomous Scrubbers

TASKI and LionsBot autonomous floor scrubbers are used as part of Crothall's environmental services floor-care strategy to automate routine, large-area cleaning while allowing EVS teams to focus on patient-facing and detail-oriented work. These robotic scrubbers are designed for corridors, lobbies and other expansive public spaces, where they operate independently to deliver consistent, repeatable cleaning results with minimal staff intervention. By handling predictable, labor-intensive floor care tasks, TASKI and LionsBot units help stabilize staffing, improve coverage during off-peak hours and support a consistent standard of cleanliness throughout the facility. Their deployment complements Crothall Healthcare's standardized EVS workflows by improving efficiency, reinforcing infection-prevention protocols and contributing to a clean, welcoming environment for patients, caregivers and visitors.





Centra Environment of Care Commitments

Serving as hazmat chapter owner for the LGH/VBH Safety Committee

Crothall will serve as an active participant and subject matter expert within the LGH/VBH Safety Committee and, if awarded, will assume responsibility for the Hazardous Materials and Waste Management chapter as designated by Centra Health. EVS leadership routinely participates in environment of care, safety, infection prevention and regulatory readiness committees, providing oversight, performance reporting, compliance monitoring, risk assessments and corrective action planning to support regulatory compliance and a safe environment of care.

Serving as hazmat chapter owner for the Southside Safety Committee

Crothall will actively participate in the Southside Safety Committee and provide leadership for hazardous materials and waste management activities. Through collaboration with safety, facilities, infection prevention and clinical stakeholders, our team will support development, implementation, monitoring and continuous improvement of hazardous materials management processes, ensuring alignment with OSHA, EPA, CMS, CDC and applicable state regulations.

Serving as hazmat chapter owner for the BMH Safety Committee

Crothall's EVS leadership team will support BMH Safety Committee initiatives and assume responsibility for hazmat chapter oversight as assigned. Our leaders are experienced in managing hazardous materials programs, conducting safety audits, reviewing incident trends, supporting regulatory surveys and ensuring staff maintain compliance with all hazardous materials handling procedures and requirements.

Participating in and supporting Centra's integrated waste stream contract

We will actively support Centra Health's integrated waste stream program through waste segregation education, compliance monitoring, performance reporting and continuous improvement initiatives. Our management team will collaborate with Centra Health and its contracted waste vendors to support regulated medical waste, sharps, recycling, municipal solid waste, pharmaceutical waste and sustainability initiatives while driving regulatory compliance and responsible stewardship of resources.

Participation and Supporting Centra's EVS rental agreements, including walk-off mats and related services

Crothall will provide oversight and coordination of all EVS-related rental agreements, including walk-off mat services and associated vendor-managed programs. Our leadership team will monitor vendor performance, validate service delivery, support contract compliance and work collaboratively with Centra Health stakeholders to maintain safety, cleanliness and appearance standards throughout the environment of care.

Training and support for hazardous material

Crothall provides comprehensive hazardous materials training for all EVS associates during onboarding and through ongoing annual education and competency validation. Training includes Hazard Communication (HazCom), Safety Data Sheet (SDS) utilization, chemical handling and storage, spill response procedures, bloodborne pathogens, personal protective equipment (PPE), regulated medical waste handling, sharps awareness, infection prevention practices, emergency response protocols and safe transportation of hazardous materials. Education is reinforced through routine safety meetings, observations, compliance audits and regulatory readiness activities, creating a culture of safety and accountability across the organization.

Centra's Virginia Hospital Laundry Joint Venture

Crothall will actively participate in and support Centra's Virginia Hospital Laundry Joint Venture through collaboration with laundry operations, supply chain, infection prevention and facility leadership. Our team will assist with linen utilization management, quality monitoring, throughput improvement initiatives, inventory stewardship and performance review activities to ensure reliable linen distribution, cost-effective operations and adherence to infection prevention standards across the health system.

The 5 Pillars

The 5 Pillars concept is based on more than a quarter century of experience. It is a cohesive concept developed based on practical performance outcomes at Crothall EVS, regulatory adherence, scientific validation and the passionate pursuit of even better, faster and more potent protocols. The five pillars are:

1. **Hand Hygiene**
2. **Process**
3. **Measurement**
4. **Augmentation**
5. **Emerging Solutions**

The Power of Clean in Infection Prevention

Crothall plays a critical role in HAI reduction. Every tool, product and protocol we use is designed to positively impact HAI. The patient experience is as much about engagement as it is about minimizing risk.

The patient experience is more than a smile and kind words – safety is paramount. An HAI incident can impact a hospital's reputation – patients are prone in the world of consumerism to complain on social media. A hospital's environment is overshadowed by a breakdown in safety.

In a white paper, Press Ganey demonstrates that perception can be reality. MRSA and C. diff incidences correlated with the perceptions patients had of their experience, measured by HCAHPS. It appears that "... patients can, at some level, judge actual cleanliness." Experiencing the Power of Clean for patients and family means addressing perceptions of clean as aggressively as removing pathogens from the environment.

Focusing on hand hygiene, process, surface measurement, augmentation and emerging solutions can mitigate HAI. All five must work in an integrated program fueled by people, process, products and partnerships. The most important element is people – people committed to patient safety and environmental hygiene.

Disinfecting every high-touch surface is critical. The appropriate process must be followed time after time. We employ initial and follow-up detailed training for staff.

Safety as a component of the experience is a broad concept at Crothall. The patient is the focus, of course, but the safety of the family and guests is critical. Safety for nursing/clinical staff affects employee engagement and educating the community on infection prevention affects population health. The safety of our own associates is paramount to Crothall – and all these experiences affect the patient experience.

Pillar 1

Hand Hygiene

It starts with the hands. Many pathogens responsible for infection are transmitted on the hands of healthcare personnel. Effective hand hygiene can clean contaminated hands and prevent pathogen transmission to others. When hand hygiene is not followed, it puts clinical staff, patients, family and guests, and our associates at risk.

The patient is the prime source for environmental room contamination. Frequently touched surfaces by both the patient and staff, such as side rails, bedside tables, call buttons, telephone, etc., have increased contamination risk within the hospital room. In this patient zone, bacteria and their spores can survive for days to weeks, and even months.

Crothall has partnered with the Handwashing for Life Institute and GoJo Industries. GoJo and Handwashing for Life training protocols are embedded in the Crothall associate training regimens to heighten sensitivities to hand hygiene.

handwashingforlife®

The Handwashing for Life Institute is committed to reducing incidence of HAI events. They focus on overcoming underwashing in all their training. Their process is designed to create a new cleanliness culture. It includes:



Assess Risk

Identify and verbalize the risk of the unwashed hand. Rank surfaces at highest risk for cross-contamination.



Set Safe Level Standards

Establish clear standards for individual and team level success.



Optimize

Ensure the conditions for success are in place before training. If compliance isn't convenient and isn't user-friendly, it isn't done.



Train and Motivate

Convert to a culture of cleanliness. This step introduces best practice tools, techniques and materials to motivate behavior change.



Monitor

What gets measured and rewarded gets done. Rewarding the good and disciplining the less-than-acceptable behaviors are key to sustainability.

Pillar 2

Process

The Crothall process disinfects surfaces and interrupts microorganism transmission. There are three elements to the process pillar: Doing the right things, hiring/training the right people and using the right products.

Doing the Right Things

Our infection prevention program is Lean-engineered. Every process is built on a step-by-step format, then we measure outcomes to guide process management – not event management. We adjust for surface moisture, activity, air flow and the ability of the surface to foster microbial growth. Ahead of the curve. Never behind it.

Think of our protocols as customizable standards. Although "customized standards" sounds like an oxymoron, they work. No two hospitals are exactly alike and they cannot ever be treated that way. Our protocols exceed recommendations by CDC, OSHA, DOH, AORN and Joint Commission.

We partner with your infection prevention team. Together, we analyze ATP results, disinfection selection and cooperate with your outbreak termination protocols. We will serve on your infection prevention and control committee and round with your team. Crothall follows CDC protocols. We divide disinfection into two groups:

- **Minimal hand contact –** Areas like floors, ceilings and windows have minimal hand contact, so a lower level of intensity is needed.
- **Frequent patient contact –** Areas with frequent hand contact are considered "high touch," as they can be reservoirs for infection.

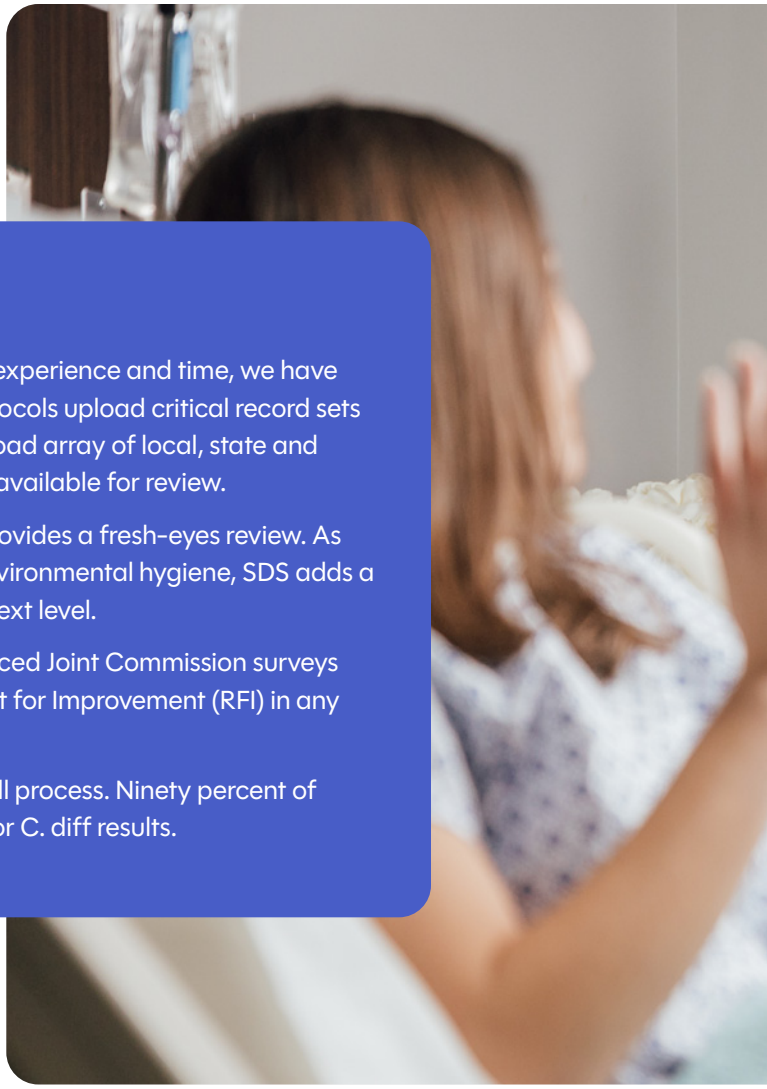
Crothall's High Profile Cleaning (HPC) system is designed to follow CDC protocols. While incorporating engaged conversations with the patient and any family/guest to improve the experience, we disinfect these high-touch areas:

- Light switches
- Sink faucets
- Bathroom door handle
- Toilet and flush handle
- Shower handle/rail
- Bed hand rail
- Bedside table
- Over bed table
- Remote control
- Nurse call button
- Telephone

We have partnered with a board-certified infection preventionist. They review and incorporate the latest best practices into our protocols to ensure they are cutting-edge and compliant with evidence-based procedures from:

- Center for Disease Control and Prevention (CDC)
- World Health Organization (WHO)
- Regulatory Agencies
- OSHA
- Department of Health
- CMS
- Joint Commission
- HFAP
- NIAHO

We incorporate best practices from other sources. Protocols from AORN and APIC are included as appropriate in addition to broad industry standards. We also review medical literature regularly for concepts growing out of well-designed research.



Regulatory Adherence

Joint Commission spot inspections are demanding. Through experience and time, we have learned the issues the surveyors demand for review. Our protocols upload critical record sets so adherence can be easily proven. Staff is trained on the broad array of local, state and federal regulations. Our training of staff is documented and available for review.

Our strategic partner, Safety and Disaster Solutions (SDS), provides a fresh-eyes review. As an independent consulting firm specializing in healthcare environmental hygiene, SDS adds a perspective and review we need to take our services to the next level.

The Crothall track record is unblemished. After 70 unannounced Joint Commission surveys at client locations, Crothall has never received a Requirement for Improvement (RFI) in any department we manage. We are survey ready every day.

CMS reporting on C. diff confirms the efficacy of the Crothall process. Ninety percent of Crothall clients meet or beat the CMS national benchmark for C. diff results.

Hiring/Training the Right People

The Human Factor

Protocols must be executed flawlessly. Specialization means we never ask associates to do anything but environmental services, and we challenge them to find ways to do it better. We conduct competency tests, audit performance with ATP testing, rounding and unannounced audits by senior management.

Training is in-depth and ongoing. Disciplines are ingrained and reviewed regularly to ensure competency. Checklists are provided and reviewed and testing is frequent. Introduction of new protocols and best practices can take place in weekly huddles or on video depending upon complexity.

Auditing is critical to ensure compliance and training opportunities. We conduct unannounced audits as well as independent consultant assessments to ensure regulatory compliance.

We measure adenosine triphosphate (ATP) levels. Using the Hygiena performance system, we get immediate feedback and can confirm results. Such events provide important training opportunities for staff. Short-term and long-term trending of ATP results are shared with the hospital's infection prevention teams and client leadership. In addition, we also use fluorescent marking systems to evaluate cleaning practices.





Customer Engagement

Crothall conducts rounds with the nursing leadership to evaluate cleaning quality. A true gauge of an environmental services department's relationship with nursing lies in the interaction with line nurses and nurse assistants. A constructive, friendly relationship is critical to create an environment where everyone embraces their personal role in reducing HAI incidence.

The patient experience audit confirms a Nursing Engagement program. The audit proves the program is active to improve patient experiences through collaboration. Evidence of nursing engagement includes logs, pictures, emails, thank you cards and joint celebrations.

The Picture Perfect Program is a key component of nursing engagement, but it must be customized to the preferences of the nursing staff in each unit. Regular discussions with nursing leadership will identify their specific preferences following discharge cleaning. Any and all elements must be consistent with every HAI reduction protocol.

Best results are tied to a true team approach with clinical staff. Crothall associates deliver the best results when there is an environment of mutual respect and open communication. We work to create relationships of trust and reliability for all in your hospital. A cultural divide is counterproductive to true infection prevention, and we work hard to eliminate such situations.

Core Product Strategies

- Strategic relationships with cutting-edge manufacturers. Leverage their technologies and product development protocols to identify the best products to reduce HAI incidents.
- Apply a severe due diligence discipline of testing all products. Products identified for potential application in healthcare are submitted to Crothall technical services for beta testing, pilot testing and finally field testing before national introduction.
- Use only appropriate one-step EPA-registered hospital disinfectants for cleaning and disinfecting high-touch, environmental surfaces.
- Cleaning/disinfecting C. difficile rooms with CDC-recommended EPA-registered disinfectants with a Clostridium difficile sporicidal label claim.
- Implementing premium microfiber products and hydrogen peroxide liquid agents.
- Enhancing standard protocols with no-touch automated room disinfection (NTD) highly efficient technologies, e.g., ultraviolet technology.
- Using High Efficiency Particulate Air (HEPA) filtration in selected clinical situations.

Crothall uses microfiber to reduce bioburden. Microfiber does a superior job removing C. difficile spores, MRSA, dirt, debris, etc., over standard cotton cloths. After use, CDC-recommended laundry practices are applied to extend the life of the microfiber by a factor of two.

Crothall ensures potency of hospital disinfectants in the patient zone. One-step EPA-registered quaternary must be reviewed for decreased potency at the bedside due to quat binding upon microfiber and cotton cloths. We use quat disinfectant test strips to assess potency.



Using the Right Products

Highly trained Crothall EVS staff must have the most efficacious products. Regular product testing and evaluation ensures that EVS staff is applying the latest technologies to clean and disinfect every risk point. Crothall's strategic partnerships with Diversey, Hygiena, Clorox, Triple-S and Medline to augment the High Profile Cleaning process results in HAI reduction, coupled with improved HCAHPS scores and Press Ganey results.







Infection Control Product Approval

Crothall recognizes cleaning products and disinfectants should align with each organization's infection prevention standards and approval processes. We will work collaboratively with Centra Health's infection prevention, safety and environmental services stakeholders to ensure all cleaning chemicals, disinfectants and related products receive the appropriate review and approval through the designated Infection Control Committee and organizational governance processes prior to implementation. Product selection will support regulatory compliance, infection prevention objectives, operational effectiveness and environmental stewardship goals.



Pillar 3

Surface Measurement

Having a clean, safe patient zone is critical for patient wellness. Measuring cleanliness by appearance alone is simply not the optimal metric. Objective measurement of surface cleanliness using ATP (adenosine triphosphate) cleaning verification as recommended by the CDC provides instant feedback on cleaning/disinfection effectiveness.

Crothall has partnered with Hygiena for ATP verification. The scientific detection of adenosine triphosphate, the universal unit of energy in all living cells, immediately determines if surfaces are truly clean and safe. The Hygiena ATP verification system gives actionable results in only 15 seconds.

Hygiena ATP technology is aligned with Crothall TeamCOACH software. ATP results during inspections are entered into TeamCOACH, so any problem areas can be quickly remediated. Cleaning results can be benchmarked and trended over time. Reports can be generated for hospital committees, record keeping and employee evaluations.

Other technologies do not meet Crothall standards. Blacklight detection of fluorescent gels is an excellent training tool, but fails to measure the actual removal of biological matter. Microbiology testing gives the most quantitative, specific results for pathogens or bacteria on a surface, but results are slow and tests are expensive.





Physicians spend up to about 45% of their time on computers

The use of tablets helps to expedite check-in process and reduce human error

Nurses make up to 144 patient visits per day



Pillar 4

Augmentation

In high-risk situations, disinfecting needs assistance. The CDC recognizes UV radiation kills bacterial spores like C. diff. Its application destructs airborne organisms or inactive microorganisms on surfaces.

The return on investment (ROI) for UV technology is impressive. Using conservative assumptions for the number of HAI events, percentage of reduction due to UV, cost per HAI event, cost of an in-patient day, cycle time and labor cost to calculate ROI, the result is an ROI of 1,958% over the five-year life of the UV equipment.

The benefits are more than just financial. Clearly, reducing HAI incidents through UV is a smart financial decision, but this analysis ROI includes nothing for potential damage to your hospital's reputation in a consumer-driven healthcare world. Above it all, Crothall's use of UV is safer for patients, family and guests, clinical staff and our own associates.

iCleanse

Healthcare establishments must assure their patients and associates the highest level of cleanliness and protection.

Our iCleanse products use UV-C compared to traditional cleansing practices, reducing disinfection time significantly. This allows for a more efficient way for medical establishments to disinfect their devices and equipment in an expeditious manner. In as little as 30 seconds, iCleanse products kill 99.9% of pathogens that can lead to infection, allowing staff to be as protected and efficient as possible while doing their job.

Everything we do starts with our belief that providing a safe and simple way to manage and disinfect devices will result in a safer and healthier environment. Our chemical-free disinfection units are used for high-touch surfaces that require disinfection in germ-sensitive settings. The iCleanse, priority is safety, efficacy and the well-being of all. Crothall's commitment to this belief and to the individuals our clients serve is unparalleled.

Pillar 5

Emerging Solutions

Crothall forms strategic partnerships to access cutting-edge technology. These companies share the Crothall passion of promoting environmental hygiene and patient safety. As the leader in healthcare support services, we never accept the status quo. Our specialists turn over every rock, challenge every process and study the market for new ways that work better and faster than our current best.

We have created a team of experts to identify and evaluate new ideas. Led by our national director of standardization and systems, this team is made up of those operators from across the country who have demonstrated a passion for innovation balanced with a dose of reality. This new products committee evaluates hundreds of ideas each year and selects only the most innovative and effective few for testing.

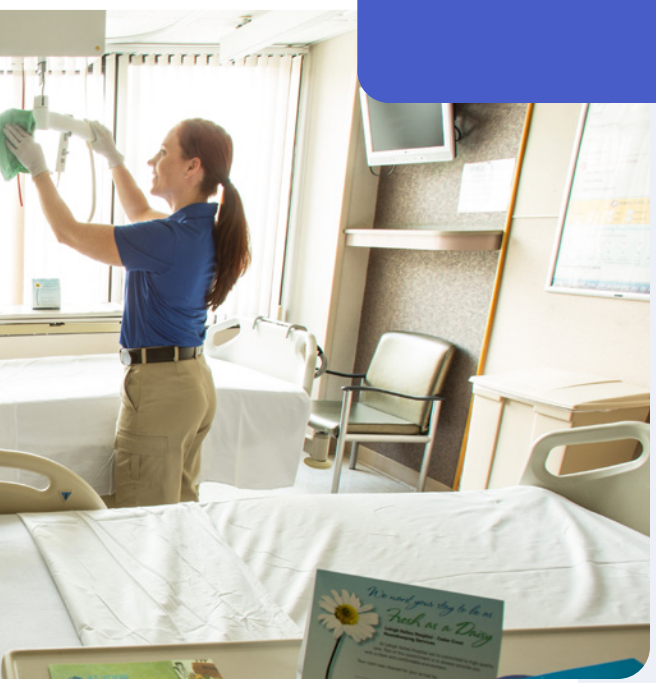
New technologies and concepts must endure a severe due diligence protocol. Credible products and concepts that demonstrate the greatest potential are selected for beta testing. If they prove viable in beta, they are moved to pilot testing. If clients see value and the idea survives scrutiny and meets all financial criteria, we expand usage.

New protocols are developed, standardized and shared nationally. Metrics are created and applied to identify opportunities for improvement in the process itself. Even the metrics themselves are subject to constant review for a better, more sensitive tool. Our protocols work because of frequent auditing, adjustments, auditing again and making adjustments again.









Crothall was the first in the industry to standardize the use of UV technology.

After passing Crothall due diligence standards, UV was added to the protocols. First, as part of the hospital patient room or operating room terminal disinfection process, the room is manually cleaned and disinfected. Then, UV technology is added to destroy airborne and surface microorganisms for a higher level of clean.

Core Strategies

- Allocating significant resources for piloting and studying the results of emerging innovative technologies
- Scientific testing of emerging antimicrobial product technology
- Closely following emerging pathogens such as Carbapenem-resistant Enterobacteriaceae, Candida auris, etc., and adhering to CDC cleaning and disinfection recommendations
- Researching optimally constructed hospital furniture and equipment surfaces to reduce environmental contamination
- Staying current with emerging and novel chemicals and technology

Crothall actively pursues emerging and novel antimicrobial product technology. These are some of the cutting-edge technologies that have passed the first rounds of our due diligence testing and are being expanded across the Crothall client base:

- **GR-AD Pro Clean surface technology** is a patented polymer that provides persistent protection that enables improved efficiency in standard cleaning, resulting in consistently low ATP results. This nontoxic clean surface treatment does not promote adaptive organisms.
- **Trinity Guardion Protection Systems –** Patient bed and mattress integrity may become damaged and deteriorate due to the disinfection process. Breakdown may contaminate the mattress with blood, other body fluids and pathogens. The launderable Guardion mattress cover is a fluid-proof, breathable barrier that encapsulates the mattress and bed deck.

Sustainable Solutions

We remain laser-focused on maintaining and sustaining best practice methods as well as innovation exploration. Our standardization and multisector products team has supported these efforts along with our operational management teams and our exceptional frontline staff.

Our commitment to fostering a sustainable future is embodied by our dedicated Sustainability Council. This team of field and industry experts source and implement environmentally friendly cleaning products and practices, ensuring your facilities remain at the forefront of sustainability.

The Sustainability Council rigorously evaluates eco-friendly products, provides customized sustainability plans and offers guidance on regulatory compliance and certification support, such as Practice Greenhealth. Additionally, we contribute to your environmental impact through initiatives that promote corporate social responsibility.

Our Mission

Advancing safe, clean environments through sustainable sourcing and efficient operations:

- Waste Minimization
- Loss Prevention
- Green Cleaning Products
- Training & Education
- Green Purchasing
- Reduced Carbon Footprint
- Aid in Improving Recycling Rates
- Digital Workflows & Cleaning Compliance

We're passionate about collaborating with clients to develop strategic sustainability plans. These plans involve proactive measures like minimizing waste, increasing recycling rates, regulating medical waste, adopting green purchasing practices, exploring innovative decomposition technologies and more.

Because of these commitments, we are leading the way with a great number of achievements, including:

- 2023 BIG Sustainability Award, for the Hydrolyte Annihilyzer System
- Practice Greenhealth Circles of Excellence Award, with our partner Hackensack Meridian Health
- HAI reduction with new UV-C technology
- Pioneering the deployment of adjunct technology
- Partner hospital, Hackensack Meridian Health, becoming the first in the nation to achieve Joint Commission's Sustainable Healthcare Certification
- First healthcare provider to achieve CIMS-GB certification with honors from International Sanitary Supply Association



Joint Commission's Sustainable Healthcare Certification (SHC)

SHC provides a framework to help healthcare organizations begin, continue or expand their decarbonization efforts. It builds on the momentum of healthcare organizations like Hackensack Meridian Health to push sustainability excellence by inspiring and guiding others who desire to prioritize greener practices.

Four hospitals within Hackensack Meridian Health, New Jersey's largest and most integrated health network, were among the first in the nation to achieve Joint Commission's SHC. These hospitals met rigorous standards and elements of performance to establish structure, rigor and accountability to accelerate healthcare's growing sustainability efforts.

To achieve SHC, all four hospitals set priorities and governance for sustainability initiatives, including creating baselines to measure three sources of greenhouse gas (GHG) emissions and developing an action plan to reduce them.

The four hospitals also underwent a virtual certification review to assess their compliance with the SHC program requirements.

As a network, Hackensack Meridian Health has established itself as a national leader in sustainability. Recent achievements include:

- Implementation of 30 megawatt on-site solar and battery storage
- Invested more than $116 million in energy-efficient infrastructure upgrades
- Achieved PEER Gold certification for Hackensack University Medical Center's central utility plant, a recognition of excellence in efficiency and resiliency
- 100% of electronics purchased in 2022 were EPEAT-certified
- Saved $1.71 million by reprocessing medical devices, with 40,000 pounds diverted from the landfill
- 99% of furnishings purchased were free of harmful chemicals
- 96.7% of cleaning products were third-party certified as green

A hospital system now spends 98% of its annual cleaning budget on green-certified products, which resulted in being awarded the Practice Greenhealth Circles of Excellence Award, Chemicals Circle Honoree.



CIMS-GB Certification

Crothall Healthcare was the first healthcare environmental services provider to achieve CIMS-GB certification with honors from ISSA, the worldwide cleaning industry association that audits and certifies compliance with cleaning protocols. We've maintained this accreditation ever since.

To achieve CIMS certification, a minimum of 60% of green chemicals must be used, which supports Practice Greenhealth goals. Crothall Healthcare is certified nationally with honors.

CIMS-GB certifies the ability to provide green cleaning services. Of course, such services must be in alignment with customers' goals. CIMS-GB was designed specifically to assist customers in achieving points toward LEED EB: O&M certification for their buildings.

Our partnership with ISSA equips our environmental services leaders and client partners with essential training. This training covers defining key sustainability terms, distinguishing between "sustainable" and "green," and identifying key drivers for sustainability in the marketplace. Participants gain an understanding of the three pillars of sustainability, become familiar with sustainability reporting requirements and learn how to address common objections to sustainability.

Waste Minimization

We pinpoint specific waste streams and identify opportunities for reduction. Some examples of waste minimization Crothall Healthcare advocates for include:

- We encourage reusable products wherever feasible, encompassing items such as kitchenware, dishware, linens and certain surgical supplies



- Through diligent inventory management practices, we ensure efficient utilization of resources while minimizing waste
- We continually review operating room practices and products, seeking opportunities for improvement and striving toward the goal of "greening the OR"
- We leverage our purchasing power by actively selecting vendors offering sustainable products, thereby reinforcing our dedication to environmental stewardship across all facets of our operations

In collaboration with your waste management vendor, we support thorough waste audits aimed at assessing waste diversion and recycling streams. Additionally, we prioritize staff training initiatives and communication efforts to minimize contamination entering waste streams.

Green Cleaning and Purchasing

We have a broad arsenal of chemicals and products that have earned Green Seal certification. Based on the ISO international standards for environmental labeling, product and service categories are evaluated using state-of-the-art methodologies and a life cycle approach that ensures all significant environmental impacts are considered – from raw materials extraction through manufacturing to use and final disposal.

Life cycle-based standards are independent, transparent and have undergone due process. The result is a certification system that is rigorous, validated, comprehensive and transparent. It qualifies a range of products and services whose entire life cycle promotes stewardship and dedication to sustainable business practices.

Crothall Healthcare, in partnership with our clients, frequently assesses technology-driven solutions for cubicle curtains to leverage sustainable benefits, empower lean workflows and ensure on-time exchanges. This approach enhances patient and staff safety while maintaining regulatory compliance.

Studies have found methicillin-resistant Staphylococcus aureus (MRSA) and other pathogens on privacy curtains and because porous surfaces cannot be disinfected, privacy curtains must be exchanged for clean, fresh ones according to the facility's protocol for curtain exchanges. These organisms can easily transfer to the hands or gloves of healthcare workers.

Reducing waste, costs and the carbon footprint without compromising safety is a significant win for any healthcare organization. Recycling items such as face masks, gowns and privacy curtains has been challenging for healthcare systems. **However, partners like KleenEdge can reduce waste volume by up to 85% through their CurtainMelt technology, making recycling more efficient and sustainable.**

KLEENEDGE™ CURTAIN PROTOCOL

GREEN SEAL®

Digital Workflows and Cleaning Compliance

Key Green Solutions has been the leader in enterprise-level sustainability management software for over 11 years. They provide reporting data for more than 200 million square feet of facility space nationally. Their web-based software suite provides analytics to unlimited users across your facility or organization, and enhances your organization by providing accurate, timely information through our automated interfaces.

Key Green Solutions works directly with your partners to develop interfaces that obtain the data, which is automatically uploaded into the software. The software suite is available in five modules: waste; energy and water; purchasing; food and beverage; and culture, opportunity and inclusion. The software identifies cost savings from recycling programs, analyzes waste pickup frequency, eliminates the need for manual entry and delivers consistent and accurate metrics.







SOPs and Training

Crothall Healthcare looks at the full spectrum of cleaning procedures and designs comprehensive cleaning policies that align with hospital goals and address every part of keeping a hospital clean and safe for all.

- Standard operating procedures that align with regulatory requirements and lean methodologies
- Guidelines for safe handling and storage of cleaning chemicals
- Specific training for EVS personnel
- An achievable plan for phasing-in environmentally preferable products, materials and equipment
- Annual reevaluation for cleaning thoroughness, processes and equipment
- A feedback mechanism for patients and staff to provide input









Closing

Thank you for the time and consideration you have given this proposal. We recognize selecting a partner of this scope is not a transactional decision. Your choice shapes performance, experience and resilience over time. We are grateful for the opportunity to earn not just your business but your trust.

As you consider your path forward, we believe three distinct advantages should stand out in partnering with Crothall Healthcare:

1

Scale with Discipline

We combine financial strength, operational scale and the industry's most robust data set to drive consistent performance, transparent outcomes and proactive risk management across every site.

2

Execution That Drives Outcomes

Through standardized playbooks, aligned KPIs and disciplined governance, we turn daily operations into measurable financial, clinical and experience outcomes – validated by finance and visible to leadership.

3

Partnership Beyond Hospital Walls

From workforce support and caregiver stability to community impact, Crothall Healthcare strengthens access, trust and population health while advancing your mission in the communities you serve.

Taken together, these advantages define a partnership built not just to perform today but to adapt, improve and lead as healthcare continues to evolve.

We would welcome the opportunity to move forward together and align on priorities, confirm scope and begin shaping the next chapter for Centra Health. Thank you again for your thoughtful consideration. We are honored to be considered as your partner.

A Partnership Built for What Comes Next





Copyright © 2026 (Crothall Healthcare). All rights reserved. www.crothall.com