



Four Priorities in Selecting Your Healthcare Cleaning Outsourcing Partner

LCS Facility Group White Paper
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Four Priorities in Selecting Your Healthcare Cleaning Outsourcing Partner

Outsourcing providers who stay atop today's competitive market are the ones who make it their mission to align with the corporate cultures of their top clients. By doing so, they deliver comprehensive and innovative support, through aligned specialization and effective cost-management, which return not only quality services and results, but also quantifiable value.

How does your outsourcing assessment initiative stack up? Start by qualifying your outsourcing partner against these benchmark priorities.

Your Priorities: To Identify Partners...

**Committed to
Responsive Cost
Management**

**With Industry Certified
Expertise in Infection
Control & Prevention**

**Who Drive
Innovation &
Implementation**

**Who Will Make
Your Priorities
Theirs**



Executive Summary

An increasing number of healthcare facilities are evaluating the benefits of outsourcing their cleaning and sanitation functions. A “major national study suggests that the cost of in-house service delivery is frequently underestimated by as much as 30 percent” (Seidenstadt, 1999). As more firms determine their true costs of in-house service delivery, a review of possible outsourcing options becomes more attractive. Outsourcing has often been looked at purely as a cost-savings maneuver for short term results. Today however, experienced and expert outsourcing specialty companies are making it their mission to provide comprehensive and innovative support, and through this specialization, effective cost-management.

Represented in Deloitte’s 2016 Global Outsourcing Survey is data depicting a significant escalation in successful outsourcing in the Real Estate and Facilities cost category, with a noted 58 percent increase from 2014 to 2016 (Figure 1). Driving this increase is the corresponding decrease in concerns regarding outsourcing, not the least of which is the sharp decline in the concerns over service quality (Figure 2). These results show definitively that outsourcing can be successfully implemented if you know what to look for in evaluating your options.



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OUTSOURCING IS ON THE RISE

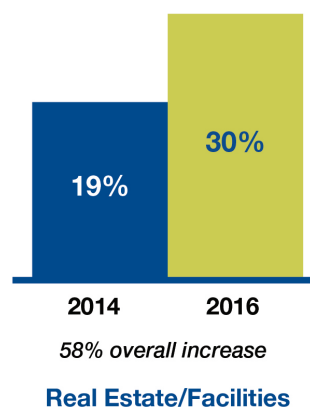


Figure 1

FEWER CONCERNS MEAN MORE CONFIDENCE IN OUTSOURCING

Issue of Concern	2014	2016
Reactive vs. Proactive	49%	46%
Lack of Innovation	37%	33%
Lack of Responsiveness	34%	24%
Unqualified Resources	36%	23%
Poor Service Quality	48%	20%
Average Decrease in Concerns	41%	29%

Figure 2

Over a two year period, 2014 to 2016, companies reported a marked decrease in concerns with provider proactivity, innovation, responsiveness, resource quality and service quality. This favorable trend has coincided with an increase in the use of outsourcing providers for Real Estate/Facilities.





Following, are four ways you can measure your current outsourcing assessment initiatives to be sure you are on the right track.

1 Identify Partners Committed to Responsive Cost Management

When it comes to managing costs, identifying a partner who can align with your culture to deliver tailored solutions, as opposed to standardized services, is critical. A partner willing and able to engage in responsive cost management means a valuable ally in not only managing costs, but also in achieving maximum value for all expenditures. To align with that type of partner, vetting must go beyond lowest price to identify lowest inclusive cost. Figuring lowest inclusive cost requires the careful analysis and calculation of the costs related to delivering or providing a service to your organization – the provider's price tag plus your known operating costs. This is a clear measure of a provider's ability to integrate into your firm's culture with the least amount of disruption.

Failure to consider how a partner would integrate with your firm to manage ongoing programs can lead to program failure. As a combination of invoiced price and your firm's internal cost of management and administration, it is clear how inclusive cost provides a better overall picture of the value a potential partner can deliver. Providers who can minimize disruption and provide broad support services decrease the costs of administration. These support services include activities like collaboration on advanced technology integration. Such investments have shown to drive longer term contracts between clients and providers, which, in turn, can support funding for further cost-savings initiatives. A partner invested in responsive cost management is a valuable one.

2 Identify Partners With Industry Certified Expertise in Infection Control & Prevention

The World Health Organization identifies Infection Prevention and Control (IPC) as “a scientific approach and practical solution designed to prevent harm caused by infection to patients and health workers.” To ensure the optimal environment for your patients and your employees, any outsourcing assessment must include an evaluation of providers capable of insuring consistent, effective and comprehensive cleaning protocols based on basic IPC principles. Determining which specific training and experience would be most useful in replacing, and even surpassing, your existing in-house cleaning systems can also lead you toward identifying potential providers. Involving all of your internal stakeholders will ensure your provider evaluation is focused on the most critical needs, enterprise-wide.



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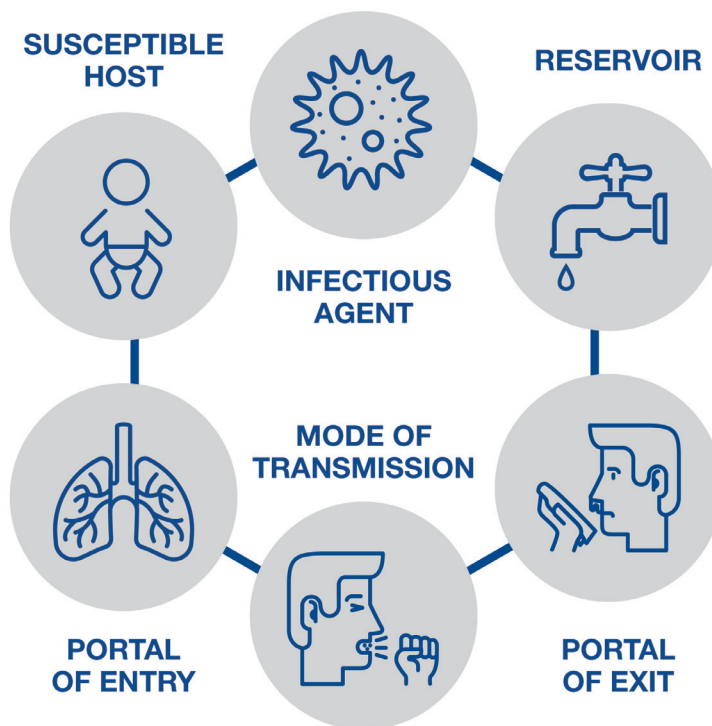




Service providers who will rise to the top of your list will be able to display, at minimum, evidence of maintaining education, training, certification and implementation of procedural, safe cleaning practices including: risk assessment; prevention (via hand hygiene/ hand washing); cleaning/disinfection/sterilization; and vaccination. Surveillance within healthcare settings will also be atop of the list of characteristics of potential providers.



A provider's references should confirm on-going education at all line and management levels.



Providers who set themselves apart through education, training and certification pursue ongoing training from healthcare resources such as the Joint Commission of Accredited Healthcare Organizations (JCAHO), the Association of periOperative Registered Nurses (AORN), the National Safety Council (NSC) and the National Institutes of Health APSIC Guidelines for environmental cleaning and decontamination (NIH).

A provider's references should confirm on-going education at all line and management levels, active training and certification programs specific to healthcare settings, and in-practice cleaning audit tools that showcase a knowledge of the chain of transmission and infection, as well as how performance outcomes aid in breaking that chain. Potential partners interested in responsive cost management will provide details on how they will apply their tools in working cooperatively with you to perform on-going risk assessment.





A provider's demonstration of environmental and administrative controls should include the proper use of personal protective equipment (PPE), effective use of chemical agents, and the use of equipment and technologies specific to healthcare cleaning settings. These providers should have a comprehensive understanding of the differences between hotel grade sanitation and hospital grade environmental sanitation, and should be able to display evidence of providing post-procedure cleaning, terminal cleaning, scheduled cleaning and enhanced infection precautions.

While it sounds like a simple search to acquire a provider who understands the basics, finding a provider who can implement a consistent and quality measured IPC program within your setting is far from it.

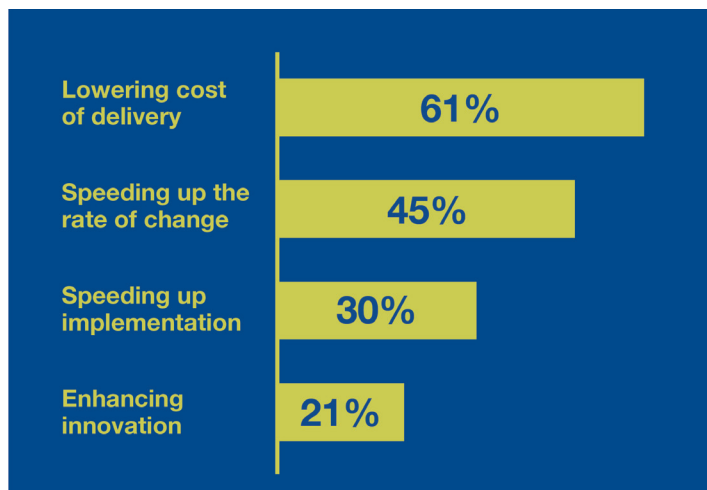
3 Identify Partners Who Drive Innovation & Implementation

Partnering with a provider who fits into your company culture and demonstrates a capacity for seamless integration is critical for realizing the benefits that come from innovations in procedures, processes and technology. Surprisingly, a separation between in-house teams and outsourcing providers is common, even to



Management who can demonstrate leadership will ensure minimum disruption, less rework and minimum downtime.

TOP BENEFITS OF OUTSOURCING TO AN EXPERT FACILITIES PARTNER



the point of leadership actively discouraging cooperation with outsourcing providers on-site. Such unwillingness to relinquish control results in explicit examples of outsourcing opportunities lost.

To expedite the implementation of innovations that will save money and enhance quality, you must partner with a provider who is willing to collaborate on all internal and external levels of planning and





process design. Management who can demonstrate leadership in this regard will ensure minimum disruption, less rework and, most importantly, minimum downtime. Effective collaborative partnerships can also lead to early warnings that alert each party to actual or potential failure. Positive management leadership in this direction leads to an environment of cooperation, which allows the firm to achieve and sustain the sought-after objectives.

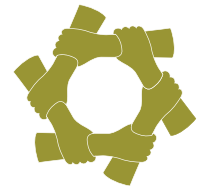
Look for potential partners who can provide examples of this type of integration. A great indicator is how inclusive they are of all stakeholders, from line employees to management, in assimilating the firm's objectives into their own. You will identify a worthy partner when you observe a provider who performs services in a manner, and to a degree, which is indistinguishable in motivation and service quality from their in-house peers.

4 Identify Partners Who Will Make Your Priorities Theirs

Partner with a provider who can and will incorporate your priorities consistently into their own practices. In most healthcare settings, this correlates directly to maintaining patient satisfaction.



Researchers from Harvard Medical School, on behalf of the Picker Institute and The Commonwealth Fund, defined eight primary dimensions of patient-centered care, known as Picker's Eight



Deemphasizing bureaucracy and ensuring a culture of teamwork has a significant impact on quality of care and patient satisfaction.





Principles; the fourth of which relates to the physical comfort of the patient, including the healthcare surroundings and environment. Providing value in maintaining the environment for all who enter is a foundational objective of all outsourcing functions; it is the guiding purpose of the facilities function in any healthcare setting.

You can improve patient satisfaction by partnering with a provider that is willing to apply all of its resources to support your enterprise. Any outsourcing firm viewed as a potential partner must prove they have an understanding of your business, your culture and your mission. They must be able to demonstrate not only the technical and human resource management, but also that their core culture is one that supports your mission.

In the peer-review public health journal *Medical Care*, Lippincott Williams & Wilkins found that “...organizational culture has received increased recognition as a key factor related to the performance and adaptability of healthcare organizations.” The study presented key findings about the relationship between culture and patient satisfaction, which strongly suggested that deemphasizing bureaucracy and ensuring a culture of teamwork has a significant impact on quality of care and patient satisfaction.

Your task in outsourcing your healthcare facility cleaning program is to compare the alternatives, perform the required cost-benefit analysis and identify a partner that is the best cultural fit for you. The resulting decision will have the potential to directly impact your patient perception and satisfaction measurement. The results of a positive alignment of cultures – the synergy we refer to as the culture of clean – will be measurable and allow for sustained positive results.

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About LCS

LCS Facility Group is the premier outsourcing partner and an industry leader, providing the highest quality expertise, professionalism and full-service facilities maintenance and specialty services to the commercial sector.

Founder Joe Lepore launched Lepore Cleaning Services in 2001 with a van and five employees. Lepore's entrepreneurial spirit has expanded LCS, introducing new service lines to meet the needs of our customers and building long-lasting relationships with our clients based on reliability, integrity, quality and trust. Since its founding, LCS has introduced stewarding and landscaping divisions to fulfill such needs.

With a skilled and passionate team of employees and a client portfolio spanning a variety of industries, including healthcare, education, hospitality and commercial facilities, as well as construction management firms, LCS has built a reputation for exceptional customer service, reliability and high-quality results.

For more information and a FREE Cleaning Solution Assessment for your site, email us at **HealthCareCleaning@LCSFacilityGroup.com**.

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