

Case Study:

Reduced Costs and Increased Safety Outcomes for SNF Housekeeping, Laundry, Maintenance and Dining Services

Prior to engaging LW Consulting, Inc. (LWCI), the facility had not been assessed for years, and many of the policies and procedures were outdated. The facility was falling behind on work orders and documentation in the maintenance department. Additionally, the Laundry department was overstaffed. The facility lacked a formal and consistent floor care program. Housekeepers were improperly trained and there was a lack of operational consistency. The Dining department was not following recipes, and food was being prepared and refrigerated the day prior, rather than serving fresh. Cost opportunities were apparent as the facility had moved away from making food from scratch and was preparing mostly frozen meals.

CRITICAL FINDINGS:

After completing a detailed facility assessment, LWCI identified areas of concern related to Housekeeping, Laundry, Maintenance and Dining Services policies and procedures:

- **Management:** Concerns about the effectiveness of the Environmental Services Director.
- **Documentation:** Policies and procedures for the facility were out of date and not being followed.
- **Operations:** Lack of consistent and effective work order monitoring program. Laundry machines were regularly breaking down, producing low production and weekly hours spent on laundry repair.
- **Cost Containment:** Ordering of unnecessary chemicals at increased rates and operating at a high cost for meals per patient day.
- **Safety:** Numerous safety concerns within Housekeeping and Laundry departments. Staff were not following safety precautions.
- **Quality:** Lack of an effective Quality Assurance Program.
- **Training:** Lack of an adequate training program for Housekeeping, Laundry and Dining Services.
- **Staff Resources:** Lack of work routines and staffing consistency in Housekeeping and Laundry departments.

SOLUTIONS:

- Implementation of a new system to track work order and all preventive maintenance routines.
- Consistent documentation of emergency and fire drills that can be checked and reviewed by the Nursing Home Administrator and the Environmental Director at all times.
- Tailored training programs for Housekeeping, Laundry and Dining Services.
- Schedules for floor care and recommendations for the use of chemicals and equipment.
- Work routines to clearly identify staff responsibilities.
- Adjustments in staffing patterns and routines.

RESULTS:

- Identified cost savings of \$74,110 annually from introducing new menu plans, supply ordering systems and onsite training for Dining Services
- Reduction of open work orders from 51 to 5
- Reduced infections
- Reduction in cost for laundry supplies and maintenance
- Improved staffing performance levels through adjustments in staffing patterns and routines
- Improved tracking of preventative maintenance documentation
- Improved food quality and reduction in food cost
- Improved Quality Assurance Program through all departments
- Increased regulatory compliance
- Increased safety outcomes