

**Detroit Medical Center  
Detroit, MI**

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difference in the  
people at Crothall.”**

Detroit Medical Center is a multi-hospital system in metropolitan Detroit, with over 2,000 beds and 3,000 affiliated physicians, hundreds of which are among “America’s Best Doctors.” DMC is the largest health care provider in southeast Michigan, and has provided over 120 years of stellar service.

**Time for a Change**

In March 2005, DMC promoted Mark Harrison to the position of Vice President of Operations. Seeking to make an immediate, meaningful impact, Mark made sweeping management changes in support service departments that were in serious need of attention. For years, the Environmental Services and Patient Transportation departments had been managed by a large national vendor, and results were disappointing.

“The EVS department was dysfunctional. It was not clean

to my standards, and I had complaint calls every single day. Wait times for Patient Transportation were up to 2 hours at times,” Harrison remembers. “We were stuck in a long term agreement and the level of service was dwindling. Managers didn’t even recognize the problems, let alone suggest solutions to fix them. I knew improvement was possible, and it was extremely frustrating.”

After a competitive RFP process, DMC selected Crothall Services Group to manage both services in some of its facilities: Environmental Services at Harper University Hospital, Hutzel Women’s Hospital, and Karmanos Cancer Institute; Patient Transportation at these three hospitals plus Detroit Receiving Hospital and Children’s Hospital of Michigan. According to Harrison, “The decision came down to just doing the right thing. I wanted a ‘clean sweep’ approach rather than making small changes here and there. This was by

**‘CLEAN SWEEP’  
IN LEADERSHIP  
REVIVES  
STRUGGLING  
PROGRAM**



A Member of the Compass Group





❖ Crothall Director Michael Grace has provided strong leadership in raising the level of quality at Detroit Medical Center.

no means simply a low-cost initiative. The cheapest solution would have been to simply stay with the status quo. I knew there would be some pain involved in bringing in new people. But it was worth it.”

**Leadership in Action**

The Crothall team had a very strong startup. Director Michael Grace immediately addressed the lack of organization and accountability. He explains, “We put in place an employee advisory committee and biweekly meetings to discuss employee issues. We stopped focusing on complaints and started recognizing and rewarding successes. We put a strong emphasis on attitude and customer service.” Employees were rated based on their customer service skills, and low performers were replaced. Hospitality initiatives were instituted, including upgraded uniforms and scripting training for customer interaction.

The Patient Transportation department was restructured to be more effective. Individuals

were zoned to give greater attention to high-traffic areas. Employees were completely retrained to achieve the highest productivity and efficiency. Most importantly, Crothall managers met with administration every day to address issues until the best program was configured to meet everyone’s needs.

Mark Harrison believes the leadership Crothall has provided has been invaluable: “Crothall’s strength has been in its management. Mike Grace is unbelievable, and has developed a strong team through his leadership. Morale is soaring, and you can really sense a team effort.”

**Impressive Outcomes**

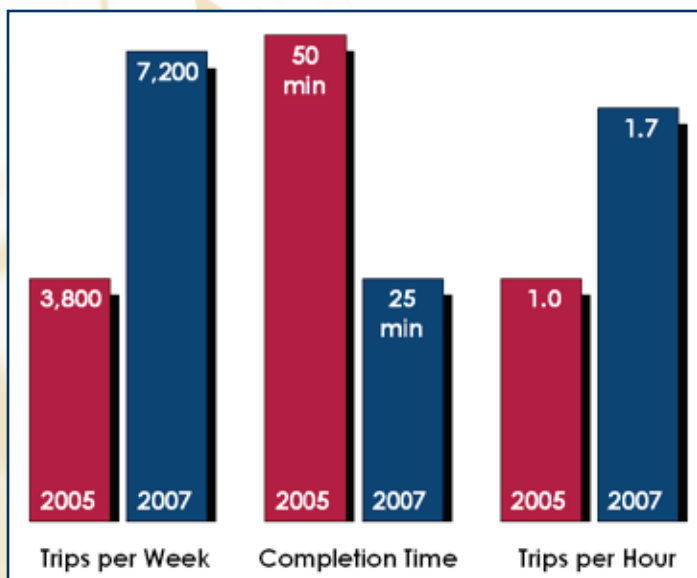
Now, the facility is cleaner than ever. Notes Mark Harrison, “The improvement has been remarkable. Numerous people have told me that they have worked in the hospital for 15 years, and it has never been this clean. Our CEO is absolutely stunned that we found a way to clear abandoned equipment out of the hallways. This was

a problem for so long, he can’t fathom how we fixed it.”

Press Ganey patient satisfaction scores reflect the remarkable turnaround. Hutzler Women’s Hospital is in the 99<sup>th</sup> percentile for cleanliness and the 98<sup>th</sup> for courtesy. Karmanos Cancer Institute has increased from the 77<sup>th</sup> percentile to the 99<sup>th</sup> for cleanliness, and from the 69<sup>th</sup> percentile to the 98<sup>th</sup> for courtesy. And Harper University Hospital is trending upward, currently in the 62<sup>nd</sup> percentile for cleanliness (up from the 15<sup>th</sup>), and the 76<sup>th</sup> percentile for courtesy (up from the 22<sup>nd</sup>).

The results in Patient Transportation are even more dramatic. Over the last year, the total completion time for transport tasks has been cut in half to 25 minutes, while trip volume has nearly doubled. Hospital department head and patient satisfaction surveys are in the high 80s. And transporter productivity, which measures how much of their active time is used actually transporting patients, is at 98%. These changes have substantial impacts on patient throughput and hospital revenues.

Mike Grace attributes much of his success to the network of experts and resources, including best practices, training modules, and management development programs that Crothall is able to provide. “I have worked for two other major vendors, and Crothall is clearly better,” he insists. Mark Harrison agrees: “Crothall’s regional support has been great. They have resources that an in-house program simply can’t match. They have expertise throughout the country that can be shifted if necessary. There’s clearly a difference in the people at Crothall. Good managers may grow on trees, but the best are at the top. Crothall provides the ladder.”



❖ Dramatic improvement in Patient Transportation measures have resulted from Crothall’s management initiatives. Trip times have been cut in half, even while volume has nearly doubled.