

**Northwest Hospital Center
Randallstown, MD**



❖ Judy Kusiolek, Crothall Patient Transportation Director

As the saying goes, “If it isn’t broken, don’t fix it.” However, sometimes progress can be made to something that appears to be running smoothly. Such was the case for the Patient Transportation department at Northwest Hospital Center in Randallstown, MD. Northwest is a 230-bed hospital serving the greater northwest Baltimore area. In mid-2004, Northwest contracted with Crothall Services Group to manage its Environmental Services department, as part of the new relationship Crothall had begun with Northwest’s parent company, LifeBridge Health. Impressed by the success Crothall was delivering in Patient Transportation at sister facility Sinai Hospital, Northwest reached out to Crothall in August 2004.

At Northwest, the Patient Transportation department had been managed by the Director of Physical Therapy, and the hospital desired to return her focus to her primary department. There were no obvious problems with Patient Transportation, which was considered productive and valuable to the hospital. However, Crothall identified many opportunities for improvement. Led by Crothall Director Judie Kusiolek, the department began to set new, ambitious goals for

productivity, responsiveness, and quality. This was met with some resistance by the department’s staff. They were being asked to improve upon processes and habits that were already successful, and at the same time they were under new, unfamiliar management. However, Judie was able to convince the staff that the new processes and goals were worthwhile when they quickly began to see positive results. The transporters understood the difference they were making throughout the hospital. The hospital’s key staff members noticed as well:

“The transport team has been very responsive to the needs of our department. The Crothall manager is very collaborative and great to work with. She follows through on all concerns in a timely and thorough manner.”

- Director of ED

“Techs and nurses are able to give better patient care without having to do their own transporting. The department has helped with turn-around times and customer service, and has eliminated delays.”

- ED Manager

“The Radiology Department depends on getting the patients there on time. The Patient Transport department has been the backbone for much of what happens at the hospital.”

- Supervisor of Nuclear Medicine

“Crothall has helped with patient flow. The timeliness of patients arriving for their appointments has improved since Crothall arrived at the hospital.”

- MRI Supervisor



**SOMETIMES YOU
CAN FIX WHAT
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❖ Northwest's successful Patient Transportation associates

Crothall has delivered measurable increases to productivity. When Crothall took over management, the department was using 18 transporters and making 3,800 transport trips per month, with an average transport time of 30 minutes. Currently, with only 15 transporters, trip volume has increased to 7,600 trips per month, with an average trip time of 10 minutes. Volume has doubled, trip time has been cut by two-thirds, and all this has

been accomplished using fewer staff members. One of the factors contributing to this success has been the department's focus on proper techniques to best utilize the transporters' time. Transporter productivity, which measures the ratio of transport time to total worked hours, has risen from 50% when Crothall began, to 74% today.

As productivity and utilization have increased, Crothall management has focused on making sure that quality never suffers. Internal satisfaction survey scores have increased significantly across the board. Department Head satisfaction has increased from 78% to 90% since Crothall has managed the department. Hospital employee satisfaction has increased from 58% to 92%. And perhaps most importantly, patient satisfaction has increased from 75% to 95%.

When Crothall began serving Northwest Hospital in Patient Transportation, the hospital decided to add a new question

to its Press Ganey survey to get an objective measurement of performance. The survey results have been reassuring. Press Ganey scores have risen, lifting the hospital from the 22nd percentile to the 57th percentile in its peer group for the survey item, "Your rating of staff who transported you around the hospital."

Even a successful program can benefit from well-proven outside expertise. Crothall came to Northwest Hospital Center intent on raising expectations and delivering on it promises. This was possible because Crothall has the specialists and focused managers necessary to fine tune a program, producing more than what was previously thought possible. But Crothall is always mindful that it must operate within the culture of the hospital, in harmony with the entire staff and community it serves. What separates Crothall from other vendors is partnership—ensuring that the goals and mission of Crothall's staff are consistent with those of the client it serves.

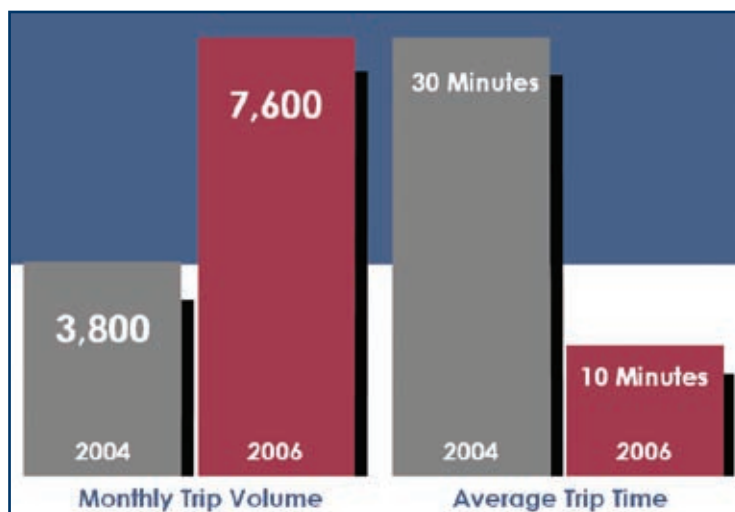
Before & After

Start of Crothall Service:

- ❖ 18 Transporters
- ❖ 3,800 Trips per Month
- ❖ 30 Minute Average Trip Time
- ❖ 50% Transporter Productivity
- ❖ 78% Department Head Satisfaction
- ❖ 58% Hospital Employee Satisfaction
- ❖ 78% Patient Satisfaction
- ❖ 22nd Percentile in Press Ganey Peer Group

Under Crothall Management:

- ❖ 15 Transporters
- ❖ 7,600 Trips per Month
- ❖ 10 Minute Average Trip Time
- ❖ 74% Transporter Productivity
- ❖ 90% Department Head Satisfaction
- ❖ 92% Hospital Employee Satisfaction
- ❖ 95% Patient Satisfaction
- ❖ 57th Percentile in Press Ganey Peer Group



❖ **Higher Expectations**

Trip Volume has doubled, while average trip time has been cut by two-thirds since Crothall began managing Patient Transportation.