

CASE STUDY

University of Louisville Hospital Reinforces Patient Confidence Through a Visible Culture of Clean

At a Glance

University of Louisville Hospital (UofL) is a critical care provider for the region, maintaining 1.2 million square feet of space daily and serving as a primary teaching and trauma center.

UofL has partnered with Crothall for environmental services since 2009, transitioning to a full-service model in 2011. As the hospital became part of a nine-hospital system, leaders placed greater emphasis on consistency, visibility, and patient experience at the flagship hospital—particularly as cleanliness scores and workforce stability became areas of increased visibility.

For UofL, environmental services play a visible role in how patients perceive care and how efficiently clinical teams can move patients through the hospital.



THE CHALLENGE

UofL leadership leveraged its long-standing partnership with Crothall to further strengthen consistency, visibility, and accountability in support of patient experience across the flagship hospital.

Key areas of focus included:

- Improve HCAHPS cleanliness performance
- Stabilize a workforce experiencing high turnover
- Increase accountability and visibility across daily cleaning workflows
- Strengthen first impressions in high-volume areas, including the Emergency Department
- Support growing patient volumes without disrupting operations



At University of Louisville Hospital, consistency matters. The work behind environmental services is visible to patients, clinicians and leadership, and plays a key role in how confidently we move patients through the hospital. What has made the difference is not a single initiative, but the disciplined approach that reinforces collaboration, teamwork, and accountability to provide this confidence every day.

— Steve Amsler, System Vice President of Facilities



THE APPROACH

Established a disciplined operating foundation through reinforced SOPs, daily accountability, ATP testing, UV disinfection, and ongoing equipment investment.

Improved visibility and oversight by introducing workforce management tools to improve task completion, identify workflow gaps, and rebalance workloads in real time.

Expanded visible patient-facing presence by adding ED concierges, patient ambassadors, and a dedicated patient experience manager.

Reinforced service standards through Positive Impressions and High-Profile Cleaning practices supported by leadership rounding and coaching.

Strengthened confidence in the Emergency Department—the first interaction with the hospital for many patients—through expanded concierge services, amenities, and visible between-patient cleaning.

OUTCOMES

~60-minute

discharge turnaround times sustained for six consecutive years

3,000

additional rooms cleaned year-over-year with no added staffing

16%

cumulative improvement in HCAHPS cleanliness Top Box scores

21%

voluntary turnover, below industry averages

29 minutes

faster average room turnover compared to a peer hospital, generating approximately \$700,000 annually in reclaimed bed availability

For UofL, EVS performance reflects the level of consistency and confidence expected of a system flagship—measured not solely by tasks completed, but by the confidence it creates for patients, clinicians, and leadership alike.

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