



UofL Hospital

Supplemental Document





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Appendix



7. General (All Services)

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Transition Approach

Our transition approach is designed to protect operational continuity, reduce risk and accelerate time to value. It is led by a dedicated Compass Group project management team with extensive experience transitioning complex, multi-site health systems using a standardized governance model and proven playbooks. This disciplined approach ensures results are delivered with clarity, confidence and minimal burden on your internal teams.

We begin with a comprehensive planning and due diligence phase that establishes a clear operational baseline, aligns executive and operational stakeholders on priorities, and produces a single, integrated transition plan. Working closely with the UofL Health executive team, we define scope, milestones, resource requirements, dependencies and risk mitigation strategies. This plan serves as the single source of truth for the transition and is reinforced through a structured governance cadence that supports timely decision-making, clear escalation pathways and executive visibility throughout the life cycle.

Execution is managed through project management-led, cross-functional workstreams with clearly defined ownership, on-site transition support and disciplined weekly reporting. Training, systems and data validation, and rapid issue resolution are carefully sequenced to maintain service stability as teams ramp up. This approach is a key strategy that Compass Group has successfully deployed across healthcare transitions to prevent performance disruptions at go live.

At go live, our mobilization team expands support to ensure business continuity across all operational areas. This team is composed of experienced regional professionals with deep healthcare mobilization expertise. Their clearly defined responsibilities ensure accountability and the support required to address the complexities of healthcare environments. Finally, the team works in close partnership with the UofL Health executive team to ensure a seamless experience for caregivers and patients.

Readiness is validated through objective go-live checkpoints. This includes caregiver hiring and training completion, competency validation, system connectivity, and technology activation. These checkpoints ensure the go-live decision is based on measurable readiness rather than assumptions. Each milestone is embedded within our governance framework and reviewed with both clinical and executive stakeholders prior to cutover.



Integrated Transition Governance

One system. One set of metrics. Clear decision rights.

Our governance model functions as a single, closed-loop management system that connects frontline execution to enterprise-level decision-making without duplication or delay. This structure integrates operational forums at the unit, site and system levels for FNS, EVS, valet and related services. These forums are intentionally interconnected so that operational insights move upward, strategic decisions move downward and accountability is maintained throughout the transition.

Why This Governance Model Works



One source of truth: Shared definitions, consistent reporting standards and real-time status dashboards ensure alignment across all levels of the organization.



Closed-loop accountability: Decisions, ownership, due dates and proof of completion are documented and tracked.



Escalation by exception: Leaders focus on high-impact issues rather than operational noise, allowing for faster and more effective executive decision-making.

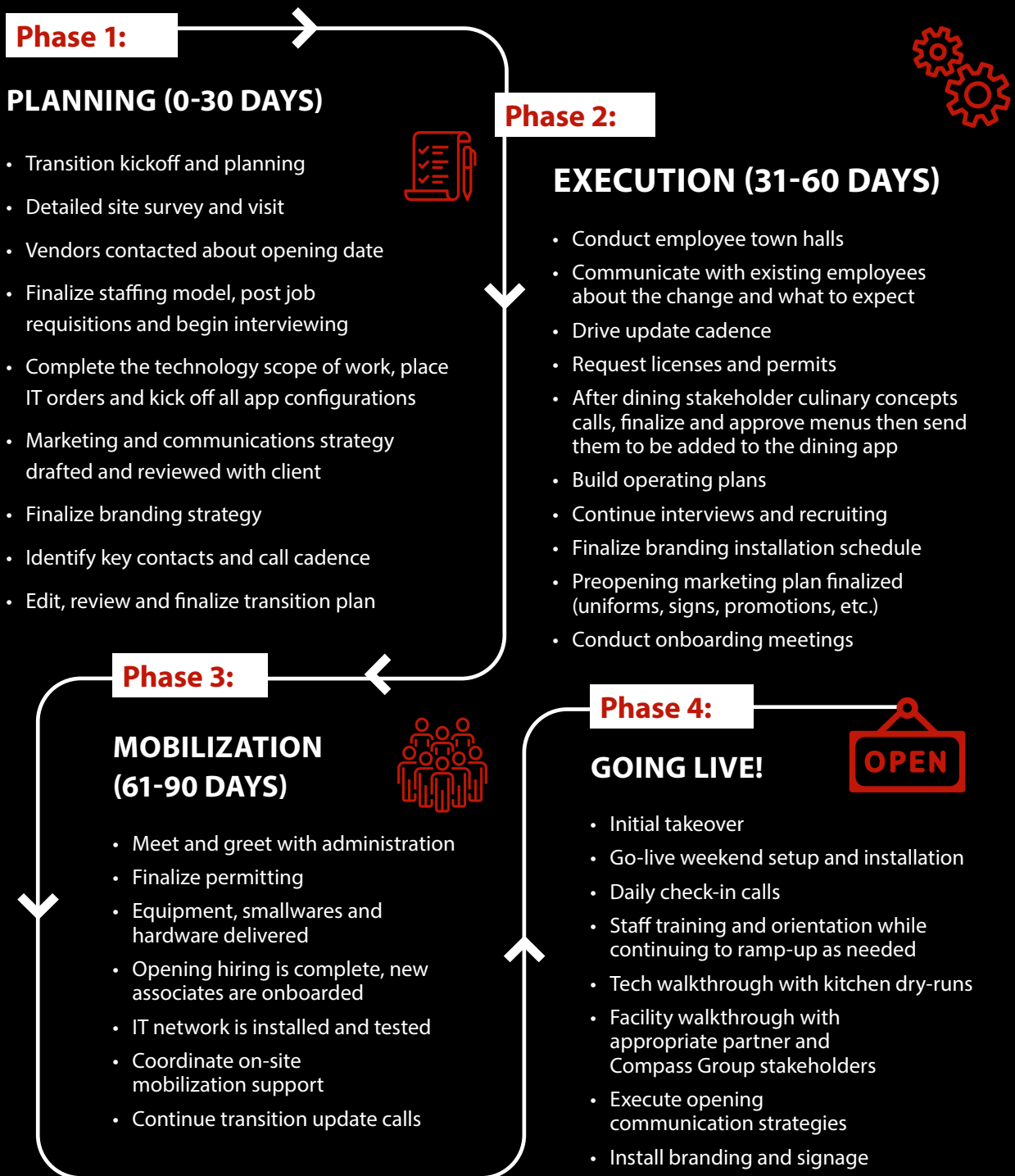


Continuity beyond go live: Governance structures remain consistent after go live, enabling a seamless transition from implementation to steady-state operations.

What to Expect: Transition Milestones

We will host kickoff and transition meetings that serve as a platform for both UofL Health and Compass Group to discuss the transition plan in detail, outline key milestone objectives and address any concerns or questions.

The following illustrates the typical milestones in our transition process after the contract is finalized and incumbents are notified. Exact dates and timing are tailored to each campus.





Post-Go-Live Stabilization and Transformation

Governance at Scale

Following go live, our focus shifts to stabilization and long-term transformation. The governance structure established during transition is expanded to support ongoing operational oversight while maintaining clear accountability and escalation pathways.

This framework enables rapid identification and resolution of operational issues while maintaining workforce engagement and service stability.

Delivery of Strategic Initiatives

Stabilization programming is implemented alongside longer-term transformation initiatives. Working collaboratively with your leadership team, we define and prioritize initiatives that support contractual commitments and operational improvement goals.

These initiatives may include targeted training refreshers, peer mentoring programs and continuous improvement projects. Each initiative is tied to defined milestones and monitored through the governance framework to ensure consistent delivery and measurable results.

This structured road map ensures commitments made during the transition are fulfilled and continuously evaluated for effectiveness.

Define KPI Targets

In partnership with your leadership team, we establish measurable performance indicators that reflect both operational outcomes and caregiver engagement.

Regular performance reviews ensure accountability across leadership levels and create opportunities for continuous improvement. This disciplined, transparent approach transforms stabilization into a foundation for sustained operational excellence during the first year and beyond.

Sustainability

Through implementation of our culinary programs across UofL Health locations, our team will be focused on reducing food waste, sourcing sustainable ingredients, reducing carbon impact and providing better choices that facilitate healing and patient recovery.

Transitioning Your Team

When you partner with Compass Group, you gain access to our new business ambassadors, a purpose-built HR transition team dedicated exclusively to new business onboarding.

Unlike traditional regional HR models, this specialized team is fully integrated into the transition governance structure and accountable for workforce readiness prior to go live. Their role is to ensure caregivers are informed, onboarded, trained and operationally ready before Day 1. This structure reduces disruption, protects retention and allows site leaders to remain focused on operational execution.

Information Sessions

Following the transition announcement, new business ambassadors lead structured information sessions aligned with a communication plan developed jointly with your HR and communications leadership.

These sessions address key questions early by clearly outlining what is changing, what will remain the same, transition timelines and caregiver impacts. This transparent communication model has consistently supported retention rates exceeding 98% during transition periods, preserving institutional knowledge and ensuring operational continuity.

Personalized Onboarding

Each caregiver receives individualized onboarding support to ensure full readiness before go live. This includes completion of pre-employment requirements, system access setup and payroll readiness.

Personalized sessions also provide an opportunity to address individual questions and concerns early, creating a supportive onboarding experience and strengthening caregiver confidence.

Benefits Education and Support

During onboarding sessions, ambassadors provide structured benefits education that guides caregivers through enrollment requirements, eligibility criteria and available employer credits. This ensures caregivers clearly understand their options and eliminates uncertainty around pay and benefits.

The result is a confident workforce and a seamless transition without disruptions to payroll or benefits.

Go Live and Kickoff Training

Working closely with the UofL Health executive team, we ensure caregivers are fully prepared for go live through coordinated training and system readiness activities.

By partnering with HR and information systems teams, we ensure caregivers maintain uninterrupted access to UofL Health systems while also receiving training on Compass Group operational platforms. This approach eliminates administrative barriers and enables caregivers to focus on delivering exceptional service from Day 1.

The Value to You

With the new business ambassadors, you gain a dedicated workforce-experienced partner focused on protecting operational stability through periods of change. Their white-glove approach minimizes disruption and strengthens caregiver engagement from the start.





University of
Louisville
Hospital

Leadership Biographies

Nikki Tench, Division President

Nikki is a division president and has been a Morrison Healthcare team member since 2003. Her dedication to leadership and innovation stems from her beginnings as a patient services manager. That led to an impressive journey in multiple roles in the organization as a director, regional director of operations, regional vice president and senior vice president. She has devoted her leadership to growing and developing her team and building strong client relationships. She holds a master's degree in business administration from Seton Hill University and is a registered dietitian.

Larry Stebelsky, Division President

Larry has more than 32 years of operations experience with Crothall Healthcare. Larry's career with Crothall is marked by a strong focus on client relationships, and a track record of ongoing success and career progression. His journey includes multiple roles from supervisor, assistant director, director, resident regional director of operations, regional director of operations and regional vice president. He holds a bachelor's degree in HRIM from Indiana University of Pennsylvania and resides in Pittsburgh.

Patrick Saltzgaber, Regional Vice President

Patrick is a regional vice president with Morrison Healthcare, bringing more than two decades of healthcare food and nutrition leadership experience. He oversees \$145 million in managed volume and \$105 million in revenue across 37 hospitals in Kentucky, Tennessee, and Indiana, with responsibility for patient satisfaction, KPI performance, client retention and retail operations exceeding \$25 million in annual sales. Patrick is known for strengthening client partnerships, systematizing processes and driving initiatives focused on cost containment, revenue growth and quality outcomes. He holds a degree in hospitality business management from Michigan State University and is a ServSafe foodservice management professional.

Patrick Parento, Regional Vice President

Patrick is a regional vice president with Crothall Healthcare, bringing more than 20 years of healthcare support services leadership across environmental services, patient transportation, linen, grounds, and call center operations, primarily within large academic medical centers. Since joining Crothall in 2005, he has played a key role in building and scaling high-performing programs, including the development of the patient transportation division, which achieved significant growth and sustained client retention. Patrick currently oversees a region of more than 75 locations, leading teams focused on operational excellence, patient satisfaction, standardized practices, technology innovation and employee development. He holds a degree in business administration from Fairmont State College.

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Sample

Food and Nutrition Services Director

Experience

Compass Group, 1998-Present

Director of Patient Services, September 2021-Present

- Oversee a daily operations of a 1,400-bed hospital that serves approximately 132,000 restaurant-quality patient meals monthly
- Motivate and lead a team of one assistant director, nine patient services managers, four patient experience managers and 200 hourly associates
- Oversee formula room operation
- Support enterprise projects as directed by RVP
- Cultivate and nurture relationships with client
- Support senior director in establishing team goals

Director of Dining Services, Children's Rehab, August 2017-September 2021

- Managed all front- and back-of-house operations
- Managed relationship with union staff and union
- Prepared budgets and worked within financial perimeters and goals
- Managed all aspects of a P&L account
- Ensured quality food and service was provided to the inpatients, outpatient feeding clinic, autism school, therapies and rehabilitation patients
- Participated in rounds and quarterly inspections completed by the clinic
- Oversaw and completed monthly inventories
- Managed all accounting functions including payroll, accounts payable and accounts receivable
- Oversaw culinary manager and developed menus and retail programming
- Increased patient satisfaction, client satisfaction and retail performance

Director of Dining Services, May 2012-August 2017

- Operated 120-bed hospital, including retail operation
- Managed both P&L and Fee account
- Responsible for the entire front- and back-of-house operation as well as caterings and special events
- Led a team of four managers, RD, DTR and 25 hourly associates; served on several hospital committees
- Responsible for all weekly/monthly financial reporting, payroll, inventories, budgets and financial goals

Executive Chef and Assistant Director of Dining Services, October 1998-August 2017

- Managed the front- and back-of-house operations
- Managed menu plan and executed all catering events
- Oversaw scheduling associates
- Managed retail operation, provided menus, seasonal menus and theme meal celebrations
- Oversaw inventory and weekly ordering of all food, paper and chemicals
- Worked within budget and financial goals

Education

Johnson & Wales University, Providence, Rhode Island

Associate degree in culinary arts

Certifications

- ServSafe
- Certified Dietary Manager

Sample

System Chef

Experience

Bon Appétit Management Company, Provenance, Cleveland, May 2016-Present

Executive Chef, June 2023-Present

- Accountable for all pricing, recipes and menu items across three concepts in a three-pronged dining concept at the award-winning Cleveland Museum of Art
- Responsible for all back-of-house recruiting, onboarding and SOP development and execution
- Manage all disciplinary aspects of the back of house in a union setting
- Source and order food for restaurant, cafe and catering
- Compose and maintain all back-of-house employee scheduling, including temporary labor
- Track and update weekly inventory

Executive Sous Chef, May 2016-June 2023

- Composed and maintained all back-of-house employee scheduling
- Developed and created rotating seasonal menus
- Expedited food and managed kitchen operations
- Led pre-shift meetings in coordination with front of house
- Developed and maintained employee schedule
- Ordered and oversaw preparation of food

Monteverde, Chicago, June 2015-April 2016

Sous Chef

- Integral member of opening management team of a James Beard Award-winning restaurant and pastificio
- Oversaw all equipment upkeep and training

- Selected and set up vendor contracts and ordering system
- Developed menu ideas and recipes
- Managed closing operations on daily basis
- Expedited and supervised line and quality control
- Created recycling and waste program

Terzo Piano, Chicago, May 2009-June 2015

Sous Chef

- Maintained weekly inventory to monitor and control food cost of former restaurant located at the Chicago Art Institute in partnership with Michelin starred chef Tony Mantuano
- Coordinated all ordering including some beverage
- Created new menu ideas and cost out recipes
- Led daily pre-shift meetings with front of house to guarantee the best service possible
- Recruited, interviewed and trained all back-of-house employees
- Expedited line on daily basis, ensuring the highest quality of food prep and presentation
- Managed daily labor to meet projected budgetary requirements
- Assisted execution of special events

Purple Pig, Chicago, November 2009-December 2010

Lead Line Cook

- James Beard Award-winning restaurant

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RED the Steakhouse, Beachwood, Ohio, March
2008-May 2009

Line Cook

- Recognized as top steak restaurant in the country by Food & Wine magazine

Inn at Baxter, Fort Mill, South Carolina, October
2006-February 2008

Lead Line Cook

- Owned and operated by Master Chef Fred Barr

Education

Johnson & Wales University, Charlotte, North
Carolina

*Bachelor of Science in food and beverage management,
2008*

Associate of Science in culinary arts, 2006

Certifications

- ServSafe Manager

Sample

Executive Chef

Experience

Bon Appétit Management Company, Cleveland, Ohio, May 2016-Present

Executive Chef, June 2023-Present

- Accountable for all pricing, recipes and menu items across three concepts
- Responsible for all back-of-house recruiting, onboarding, and SOP development and execution
- Manage all disciplinary aspects of back of house in a union setting
- Source and order food for restaurant, cafe and catering
- Compose and maintain all back-of-house employee scheduling, including temporary labor
- Track and update weekly inventory

Executive Sous Chef, May 2016-June 2023

- Composed and maintained all back-of-house employee scheduling
- Developed and created rotating seasonal menus
- Expedited food and managed kitchen operations
- Led preshift meetings in coordination with front of house
- Developed and maintained employee schedule
- Ordered and oversaw preparation of food

Restaurant, Chicago, Illinois, June 2015-April 2016

Sous Chef

- Integral member of opening management team
- Oversaw all equipment upkeep and training
- Selected and set up vendor contracts and ordering system
- Developed menu ideas and recipes
- Managed closing operations on daily basis
- Expedited and supervised line and quality control
- Created recycling and waste program

Cafe, Chicago, Illinois, May 2009-June 2015

Sous Chef

- Maintained weekly inventory to monitor and control food cost
- Coordinated all ordering including some beverage
- Created new menu ideas and cost out recipes
- Led daily preshift meetings with front of house to guarantee the best service possible
- Recruited, interviewed and trained all back-of-house employees
- Expedited line on daily basis ensuring the highest quality of food prep and presentation
- Managed daily labor to meet projected budgetary requirements
- Assisted execution of special events

Restaurant, Chicago, Illinois, November 2009-December 2010

Lead Line Cook

Restaurant, Beachwood, Ohio, March 2008-May 2009

Line Cook

Restaurant, Fort Mill, South Carolina, October 2006-February 2008

Lead Line Cook

Education

Johnson & Wales University, Charlotte, North Carolina

Bachelor of Science in food and beverage management

Associate of Science in culinary arts

Certifications

- ServSafe Manager

Sample

System PSM

Experience

Morrison Healthcare, July 2018-Present

Director of Food and Nutrition, October 2020-Present

- Manage and train 30 staff members in food and nutrition services department of a 245-bed acute care facility
- Handle client and customer concerns
- Manage department budget
- Monitor operations and complete assessments and necessary action plans to provide optimal food quality and meal service
- Participate in facilitywide Performance Improvement program and on Performance Improvement teams
- Managed contract transition from P&L to fee

Clinical Nutrition Manager, July 2018-October 2020

- Oversaw operational management, hiring, training and evaluation of all clinical dietitians, dietetic interns and diet office staff
- Planned regular and modified menus based on current diet manual in collaboration with the foodservice management team based on demographics of patient population using menu analysis
- Contributed to efficiency and quality of foodservice delivery systems
- Supervised safety initiatives as safety champion in unit, participated in EOC committee and rounding
- Established hospital malnutrition criteria
- Managed patient experience program
- Served as interim director of food and nutrition from March 2020-October 2020 while maintaining clinical duties

Metropolitan Area, December 2017-July 2018

Consultant Dietitian

- Provided nutritional assessments, nutritional care and MDS documentation for residents in a variety of long-term and acute care facilities
- Participated in weekly interdisciplinary care meetings
- Conducted audits to monitor kitchen safety and sanitation
- Supervised and delegated DTR tasks
- Collaborated in menu approval and analysis with certified dietary manger

Education

Florida Gulf Coast University

Master of Business Administration in management

Eastern Michigan University

Bachelor of Science in dietetics

Licenses and Certifications

- Licensed Dietitian, Pennsylvania
- Registered Dietitian, Commission on Dietetic Registration
- ServSafe Food Protection Manager Certification
- Patient Programs Certification

Sample

Patient Experience Manager

Experience

Compass One Healthcare, February 2024-Present

System Patient Experience Manager

- Oversee Compass One Healthcare Patient Experience Team for Ballad Health (10-Person Team)
- Track food and housekeeping data on a system level including Press Ganey data
- Implement programs to ensure patient satisfaction
- Coaching, training, recruiting and hiring

Johnson City Medical Center and Unicoi County Hospital, March 2022-February 2024

Patient Experience Manager

Greeneville East Community, Sycamore Shoals, and Indian Path Community, February 2020-March 2023

Patient Experience Manager

- Patient visitation to ensure patients are 100% satisfied with their food and housekeeping services
- Analyzing Press Ganey scores
- Internal auditing
- Coaching and training associates
- Employee engagement and recognition
- Quality assurance
- Initiating programs to improve hospital Press Ganey scores
- Liaison between company and client relations

Kroger, May 2019-February 2020

Assistant Store Manager

- Ensured customer satisfaction by optimizing the grocery shopping experience

- Directly managed departments including Drug/General Merchandise, Pick Up, Meat/Seafood and Produce

- Oversaw finances, expenses and scheduling needs

- Ensured all marketing/signage was up to company standards

- Recruiting, hiring and providing disciplinary action as needed

Claire's, August 2013-May 2019

Store Manager/Store Manager Trainer

- Maintained excellent customer service
- Oversaw efficiency for top performing store in district
- Ensured all standard operating protocols were followed
- Created schedules
- Worked to accomplish quarterly sales quotas
- Ensured store met all visual standards for floor sets
- Trained prospective store manager
- Recruiting, hiring and providing disciplinary action

Education

East Tennessee State University, 2016

Bachelor of Science Degree in History

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Rian Grace

Regional Director of Operations

Experience

Crothall Healthcare, May 2011-Present

Regional Director of Operations, Kentucky, March 2020-Present

- Lead operations for over \$70 million in annual managed volume across more than 100 healthcare locations, including acute care hospitals, pediatric hospitals, Level I trauma centers, academic medical centers, behavioral health hospitals, rural healthcare, cancer centers and ambulatory sites
- Manage nearly 1,000 associates, including more than 70 salaried managers, across multiple health systems
- Oversee HCAHPS cleanliness score improvement
- Improved patient throughput by 41% at the University of Kentucky from FY23-FY26
- Filled 100% of director roles internally
- Launched and stabilized new business startups across acute care and ambulatory environments
- Serve on Crothall's National Products and Innovation Advisory Board

Director, Baptist Health Lexington, Lexington, Kentucky, June 2017-March 2020

- Directed \$10 million in annual managed volume, overseeing comprehensive EVS and linen operations
- Improved HCAHPS cleanliness scores
- Implemented programs resulting in increased nursing satisfaction scores
- Developed and executed strategies reducing stat room turnover time
- Reduced employee turnover while exceeding employee satisfaction targets

Assistant Director, Baptist Health Lexington, Lexington, Kentucky, October 2016-June 2017

Assistant Director, Baptist Health Louisville, Louisville, Kentucky, February 2015-October 2016

- Supported three successful The Joint Commission surveys across both facilities, maintaining full compliance with zero findings
- Partnered closely with nursing and interdisciplinary teams to drive continued improvement in patient satisfaction and HCAHPS goals

Operations Manager, Baptist Health Louisville, Louisville, Kentucky, May 2011-February 2015

- Managed nine inpatient units, driving an 11.4% improvement in HCAHPS cleanliness scores

Education

Midway University, Midway, Kentucky

Master of business administration

Colorado State University, Fort Collins, Colorado

Bachelor of Sciences, business administration

Certifications

- Six Sigma Champion Certified
- Lean Six Sigma White Belt Certification
- Certificate of Mastery in Infection Prevention

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Shannon Mauck

Senior Director of Operations

Experience

Crothall Healthcare, December 2015-Present

Senior Director of Operations, January 2026-Present

Unit Director, July 2017-January 2026

Assistant Director, September 2016-July 2017

General Operations Manager, December 2015-September 2016

- Direct and oversee the operational needs of the housekeeping department
- Coordinate the tasks of the assistant director, operations managers and patient experience manager
- Assist in staff training and development
- Maintain PAR levels of inventory and work directly with the regional director on budgeting
- Provide leadership to housekeeping team for all EVS operations
- Supervise a team of two assistant directors, six operations managers, one patient experience manager, one HR manager and six hourly supervisors
- Recruit, interview, hire and develop team member's performance providing regular and timely assessment
- Ensure regulatory compliance with the EPA, The Joint Commission, OSHA and other industry regulatory agencies
- Execute and maintain daily quality control systems while simultaneously managing productivity of a large workforce of 150 hourly associates
- Demonstrate continuous ability to maintain and/or improve customer and patient satisfaction
- Monitor and maintain operating budgets of around \$10 million such as payroll, supplies and equipment

- Create biweekly schedules for workforce
- Conduct daily team meetings to discuss operational and safety goals
- Provide reward and recognition for hourly team members
- Build professional relationships with department leaders, including managers, directors, VPs and executives
- Plan and coordinate project work
- Assign equipment to staff; monitor daily equipment use, cleaning and maintenance
- Participate in facility Quality Assurance and Patient Satisfaction programs as required
- Provide green and sustainable practices
- Schedule and monitor all contracted services such as floor care, pest control and window cleaning

Coit Cleaning and Restoration, October 2013-December 2015

HVAC Cleaning Supervisor

- Assisted project managers and operation managers in training, strategically planning and supervising of air-duct cleaners on small and large-scale contracts
- Operational knowledge of using manual cleaning tools and powered cleaning machines
- Familiarity with all applicable procedures and policies provided by NADCA as an industry standard
- Ability to work from heights and confined spaces efficiently
- Expertise in interaction with colleagues, clients and public in a positive manner

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- Supervised up to five crews on daily task and jobsites while completing projects within projected timelines
- Finalized daily reports and checked in with team leaders on their progress
- Performed and coordinated air-duct cleaning activities in commercial and residential structures
- Ensured a high level of customer satisfaction was executed with each interaction

Rutledge Environmental, April 2011-October 2013

Supervisor/Translator

- Supervised and directed crews of technicians on one or more jobsites to reach a predetermined goal established by the client and salesmen of the company
- Translated goals, ideas and requirements in Spanish for supervisors to employees and vice-versa
- Interpreted and followed blueprints, drawings and instructions as presented by clients and salespersons
- Supervised crews of 2-12 on different jobsites, typically hospitals, to achieve customer needs and wants
- Translated Spanish to English, or vice-versa, as needed for the Hispanic work crew, supervisors or clients
- Promoted and encouraged team members to complete jobs timely, professionally and accurately

McDonald's, September 2007-April 2011

Shift Manager

- Emphasized customer relations and expectations
- Analyzed customer complaints and feedback for constant improvements
- Maintained records for all employee payroll, budgets and controlled food waste
- Assisted the store manager with recruiting, training and promoting new employees as they developed within the store
- Managed shifts and took responsibility for the crew and their duties on a daily basis

- Monitored and controlled food cost, waste management and labor per reports and guidelines set forth by the corporation
- Produced a biweekly schedule and orders of product for the store
- Provided a friendly environment for workers, customers and the public
- Controlled regular preventive maintenance of the building and equipment directly with the maintenance crew and double-checked each individual project

Education

Indiana University Southeast, New Albany

Bachelor of Arts in international studies of Latin America, 2016

Bachelor of Arts in Spanish, 2015

Languages

Fluent in English and Spanish

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Raven Howell

Assistant Director of Operations

Experience

UofL Hospital, Louisville, Kentucky, December
2025-Present

Assistant Director of Operations

- Support hospital operations and ensure compliance with healthcare standards
- Assist with workflow coordination and operational improvements
- Collaborate with leadership to enhance efficiency and patient satisfaction

Compass Group, Cincinnati, Ohio, November
2018-December 2025

*Environmental Services Operations Manager, January
2021-December 2025*

- Managed over 50 staff
- Conducted quality inspections and ensured compliance standards
- Led training, scheduling and staff development
- Maintained strong client relationships through rounding and communication

*Environmental Services Assistant Manager, August
2019-January 2021*

- Trained and onboarded new employees
- Managed Epic bed board operations
- Supported daily workflow and supply coordination

*Environmental Services Housekeeper, November
2018-August 2019*

- Maintained sanitation and cleanliness standards
- Followed infection control procedures
- Provided customer service to patients and staff

Enricco Clarkson

Training and Safety Manager

Experience

Crothall Healthcare, 2014-Present

Training and Safety Manager, 2023-Present

- Lead all safety and training initiatives across the department
- Develop and implement safety programs to reduce workplace incidents
- Conduct training sessions, audits and evaluations
- Promote a culture of safety and continuous improvement

Assistant Training Manager, 2020-2023

- Created and implemented a structured training program still in use today
- Facilitated onboarding and ongoing staff training
- Improved employee performance through coaching and development

Operations Manager, 2016-2020

- Managed 25 employees in a healthcare environment
- Built stronger customer relationships and improved satisfaction
- Established and led a safety committee
- Oversaw staffing, scheduling and performance management

Supervisor, 2014-2016

- Supervised third-shift operations
- Developed an effective floor care program
- Ensured safety, quality and productivity standards

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Brittanie Coleman

Patient Experience Manager

Experience

Crothall Healthcare, Louisville, Kentucky, September 2022-Present

Patient Experience Manager

- Increased patient satisfaction by 20% by directing patient experience activities
- Negotiated patient satisfaction initiatives impacting a budget of \$5 million while maintaining confidentiality
- Tracked and reported on 30 financial performance metrics related to patient satisfaction
- Enhanced employee engagement by participating in five hospital committees
- Interviewed, hired and onboarded 10 new employees for the patient experience team

University of Louisville Health, Louisville, Kentucky, March 2021-August 2022

Coordinator

- Improved efficiency by 15% by creating streamlined processes and procedures
- Managed a census update for 300 inpatient rehab psychiatric patients
- Tracked and updated 200 inpatient neuropsychology orders
- Processed 150 prior authorizations for neuropsychology testing
- Scheduled 40 weekly appointments for neuropsychologists

MCM CPAs & Advisors, Louisville, Kentucky, January 2018-November 2020

Client Services Coordinator

- Organized 20 client events, resulting in increased client engagement
- Streamlined executive operations by supporting five C-level executives
- Enhanced project tracking for 10 team projects by creating milestone logs
- Ensured client project success on 15 projects by managing resources
- Improved vendor relations by providing management services to 50 vendors

Hilliard Lyons, Louisville, Kentucky, January 2016-January 2017

Cash Associate

- Facilitated smooth transition resulting in 10% faster integration by managing five special projects
- Maintained accuracy in 1,000 general ledger accounts daily, ensuring financial integrity
- Distributed over 500 checks weekly, enhancing operational efficiency
- Ensured 100% accuracy in daily check records balancing

PGXL Laboratories, Louisville, Kentucky, January 2013-January 2015

Senior Client Services Associate

- Reduced program costs by 15% by managing the Financial Assistance Program
- Improved compliance by 20% with SOP creation for lab regulations

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- Enhanced patient consultations by providing materials to 20 regional managers
- Accelerated workflow by improving processes across five departments

Education

Purdue University Global, West Lafayette, Indiana

Master's degree in healthcare administration

Purdue University Global, West Lafayette, Indiana

Bachelor's degree in healthcare administration

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Jayme McKenzie

System Patient Experience Manager

Experience

Crothall Healthcare, February 2016-Present

System Patient Experience Manager, Louisville, Kentucky, October-Present

- Oversee all patient experience resources at University of Louisville Hospital, Norton Audubon, Pikeville Medical Center, TJ Samson Community Hospital and Cardinal Health Rehab Facility
- Pull and analyze data from Press Ganey and NRC to identify trends and determine focus areas in each facility
- Facilitated a Lean Methodology workshop with the Norton operation team to identify bottlenecks and implement initiatives to improve patient satisfaction scores surrounding cleanliness
- Present patient satisfaction data and trends to clients on a quarterly basis
- Utilize Press Ganey and NRC methodology to set annual goals for each location

Unit Director II, Crothall Healthcare, Little Rock, Arkansas, May 2019-October 2025

- Updated the Monthly Operating Projection each week to determine where the department stood financially
- Created a presentation of metrics and initiatives and presented quarterly to University of Arkansas for Medical Sciences and Crothall senior leadership
- Conducted biweekly meetings with our client to ensure customer satisfaction
- Worked closely with IT to transition from pagers to handheld devices

Assistant Director II, Crothall Healthcare, Little Rock, Arkansas, September 2017-April 2019

- Managed payroll for over 65 FTEs
- Updated the labor report on a weekly basis and analyzed data in order to meet department goals and set goals for the upcoming week
- Generated the department's transport and dispatch schedules by analyzing workload by times of day
- Developed a new patient transport script to improve patient handoff procedures between transporters and nursing staff
- Coordinated the replacement of every UAMS hospital bed
- Participated in a Root Cause Analysis work group with hospital clients in order to identify and improve weaknesses in patient throughput

Assistant Director, Crothall Healthcare, Knoxville, Tennessee, February 2016-September 2017

- Assisted in managing 3 million annual tasks between 48 Tele-Tracking, HRC and EPIC accounts
- Analyzed daily, weekly and monthly reports to share with on-site management to improve metrics
- Created EPIC- and HRC-specific training assessments for The Frontline Hourly Training Committee
- Mentored and supported the NPC's first Manager in Training program

Operations Manager, Crothall Healthcare, Baltimore, Maryland, June 2014-February 2016

- Successfully completed Compass Group's Manager in Training six-month program
- Managed more than 65 union transporters who completed approximately 148,000 trips per year

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- Developed a training manual for implementation of Android phones
- Increased receipt to arrival from 73% in FY14 to 80% in FY16
- Increased the number of on-time scheduled trips from 67% to 78%
- Improved customer satisfaction from 85% to 91%

Education

Penn State, University Park, Pennsylvania, 2014

Bachelor's degree in health policy administration

Tracey Spaulding

Human Resource Manager

Experience

Compass Healthcare, December 2025-Present

Human Resource Manager

- Key responsibilities: employee relations, recruitment, compliance and strategy
- Maintain and process all required employment documentation, including personnel files, I-9's, W-4 tax filing status, background checks, drug screening, WOTC compliance
- Work directly with management team on employee recognition and engagement, counseling, personal development plans, annual performance reviews and stay interviews
- Produce updates pertaining to training and communication for quarterly client meetings
- Prepare employees for assignments by establishing, developing and conducting orientation and training and compliance programs
- Ensure planning, monitoring and appraisal of employee work results by training managers to coach and counsel employees; schedule management conferences with employees; hear and resolve employee concerns; counsel employees and supervisors
- Inform employees of important benefits initiatives and conduct educational programs on benefit programs
- Ensure legal compliance by monitoring and implementing applicable human resource federal and state requirements, conducting investigations and maintaining records
- Maintain management guidelines by preparing, updating and recommending human resource policies and procedures

- Maintain employee schedules and manage payroll administrator
- Foster a positive employee relations environment through the consistent and equitable application of HR policies and procedures
- Administer employee recognition programs, climate surveys and action plans and employee engagement

Home of the Innocents, April 2014-July 2024

Human Resource Generalist, July 2023-July 2024

- Managed all recordkeeping requirements for benefits including medical, dental, vision, life, short and long-term disability and retirement plans
- Worked closely with the a brokerage company for the benefit package
- Instructor for the benefit package for new hires
- Performed routine tasks required to administer and execute human resource programs
- Managed all legal postings and local, state and federal requirements for employee communications
- Responsible for all unemployment claims and VOE
- HRIS/Payroll system administrator (Dayforce/Ceridian)
- Provided internal support and partnership to departments
- Managed all annual audits for retirement, workers comp, ACA 1094 forms
- Handled compensation packages, terminations and cobra benefits

CONFIDENTIAL

Finance Payment Manager/Payroll Manager, April 2023-June 2023

- Managed direct reports with all functions in payroll, benefits and accounts payable
- Managed and supported the monthly financial close functions with regards to payroll and accounts payable
- Assisted finance department and human resource departments with annual compliance audits related to financial performance, workers comp, retirement and benefits (COBRA)
- Oversaw leave-of-absence records and processes with FMLA/ADA
- Ensured compliance with all applicable local, state and federal reporting requirements
- Managed all recordkeeping requirements for benefits including medical, dental, life, short and long-term disability and retirement plans

Lead Payroll/Benefits Specialist, August 2016-March 2023

- Oversaw and managed the biweekly payroll process for more than 600 associates
- Completed onboarding and terminations and employee changes in ADP and Dayforce system
- Completed verification of employment, third-party payments and workers comp
- Implemented and managed payroll and benefit payments and invoice processes, reviewed for accuracy and reconciled discrepancies daily
- Educated employees and served as subject matter expert for medical, dental, vision and voluntary benefits
- Instructor for the payroll and benefit package for new hires
- Specialist for the payroll/benefits configuration/implementation of a new payroll system

Payroll Specialist, April 2014-August 2016

- Audited and processed payroll for more than 600 employees
- Processed all medical payments from insurance companies

- Reconciled daily ACH and credit card bank statements
- Prepared customer statement bills and invoices in order to reconcile expenses to the general ledger
- Calculated and posted cash receipts to appropriate general ledger accounts and verified details of transactions, such as funds received and total account balances
- Compiled, prepared and posted invoices and credit and debit memos

Education

Indiana Wesleyan University, Louisville, Kentucky

Bachelor's degree in management/human resources

CONFIDENTIAL

Mateo Korini

Unit Director

Experience

Crothall Healthcare, May 2021-Present

Unit Director, Environmental Services, University of Louisville Health, February 2025-Present

- Drive performance improvements in HCAHPS patient experience scores, focusing on cleanliness and responsiveness metrics
- Develop and implement staffing models, scheduling strategies and labor controls to optimize productivity and reduce overtime costs
- Partner with hospital leadership to align EVS operations with infection prevention and patient safety initiatives
- Oversee departmental readiness for The Joint Commission, CMS and internal audits, ensuring consistent compliance and successful survey outcomes
- Implement process improvements that enhance efficiency, quality and turnaround times for patient room cleaning and discharge readiness
- Oversee implementation and optimization of EVS technologies and equipment, improving workflow and accountability

Crothall Healthcare, NYC Health + Hospitals/ Woodhull, June 2022-January 2025

Assistant Director, Environmental Services, NYC Health + Hospitals/Woodhull, June 2022-January 2025

- Built strong relationships with hospital leadership to enhance service delivery and operational alignment
- Resolved operational challenges across staffing, supply chain and workflow to maintain uninterrupted services
- Oversaw EVS technology systems, improving tracking, reporting and team accountability
- Led department through successful The Joint Commission surveys, audits and recertifications

Operations Manager, Environmental Services, Saint Barnabas Hospital, May 2021-June 2022

- Managed multisite teams, ensuring consistent service quality and operational efficiency
- Strengthened client relationships to improve satisfaction and service outcomes
- Increased productivity through effective use of EVS technologies and process improvements
- Supported successful The Joint Commission and regulatory inspections

Education

Cambridge College

M.S.; healthcare management

South New Hampshire University

B.S.; financial accounting

Baruch College (CUNY)

B.A., corporate communication; minor in sociology

Languages

Fluent in English, Albanian and Spanish

Intermediate in Greek and Italian



Patient Experience Program

For UofL Health, patient experience should not live apart from daily operations. It should be built into how teams work, how leaders lead and how service recovery happens in real time. That is what makes improvement sustainable and what allows experience to become more consistent across the organization.

The Positive Impressions platform helps reinforce that consistency through clear, role-based service expectations that define how each team member contributes to the patient and family experience. These expectations are supported through structured coaching, observation and reinforcement over time, helping the desired behaviors become part of the culture rather than a one-time initiative.

When service recovery is needed, teams follow the A.C.T. approach, Apologize, Correct, Take Action. This provides a simple, actionable framework for addressing concerns in the moment while reinforcing accountability for follow-through. Supported by technology-enabled tracking, leaders can see what occurred, how it was resolved and where additional coaching or process improvement may be needed.

The impact is practical and measurable. Service issues are resolved more quickly. Breakdowns are reduced. Patients and families experience more consistency, clearer communication and a stronger sense of support. Across Compass Healthcare partner hospitals, this approach has contributed to sustained improvement, including consistent Top 30% performance gains in patient satisfaction.

Positive Impressions™ Framework

Defining Moments

- Strategic visitation and admission rounding
- Structured scripting aligned to survey drivers

Engagement

- Appreciative coaching and leadership rounding
- Recognition programs tied to measurable outcomes

Tailored to Fit

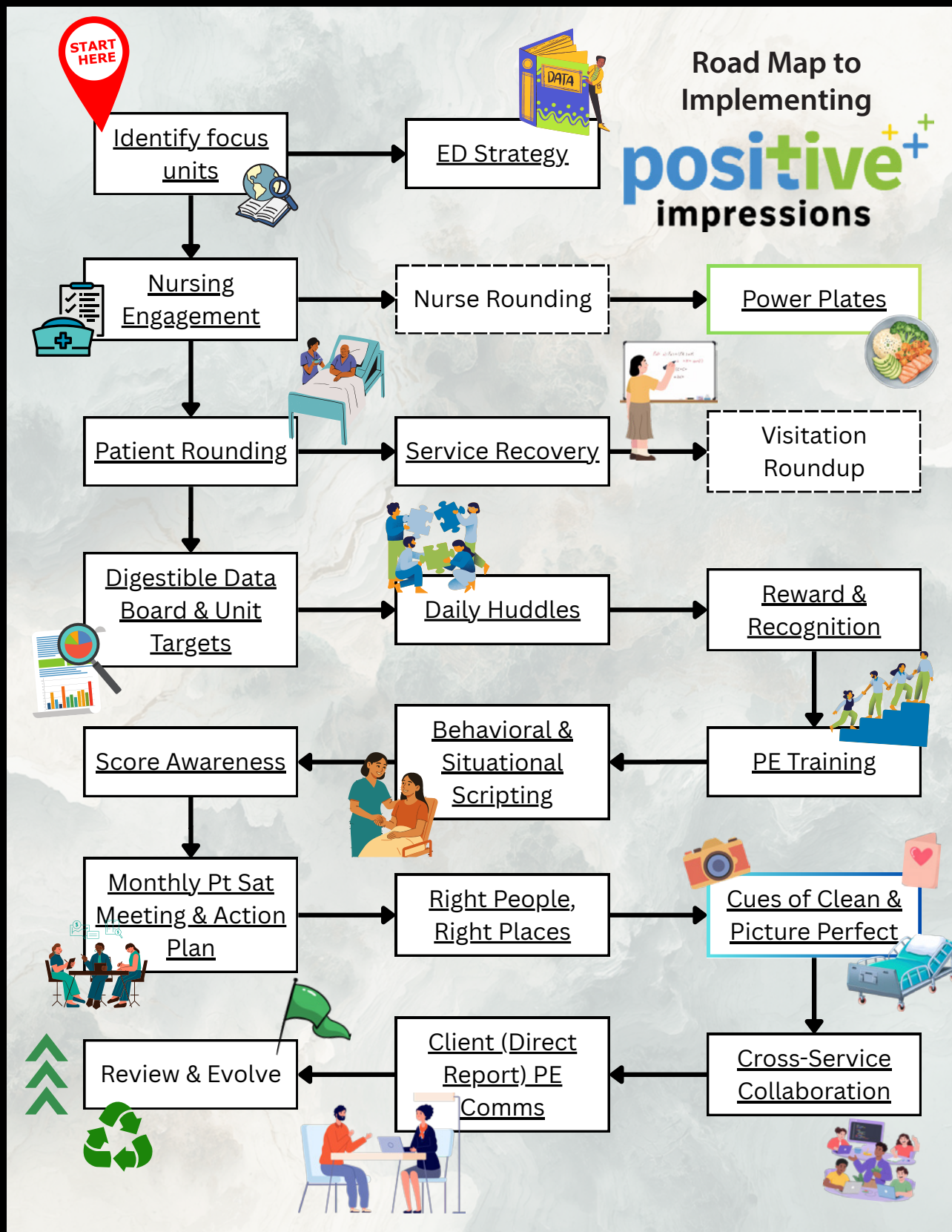
- Unit-specific action plans
- ED-focused experience protocols
- Right People, Right Places staffing discipline

Governed Through Elevra

- Rounding compliance tracking
- Service recovery logs and trend reporting
- Dashboard visibility across sites

positive⁺⁺
impressions

When experience is supported by structure, visibility and accountability, it becomes something your teams can deliver with greater consistency every day. For UofL Health, that means an environment where interactions feel more coordinated, more reassuring and more aligned with the level of care your organization is committed to providing. The result is a better experience for patients and families, a stronger support system for caregivers and a hospital environment that reflects your standards in every moment that matters.



A Dedicated Team You Can Count On



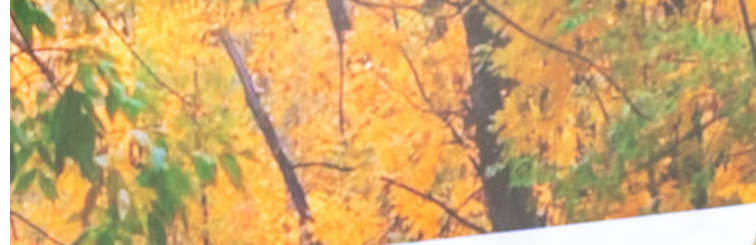
UofL Health will be supported by a dedicated, on-site patient experience leader designed to connect strategy to daily execution and ensure the patient experience is strengthened through consistent action, not left to chance. Compass Healthcare approaches patient experience as a distinct operating discipline, one that is built through the right people, the right systems and the right service environment working together every day.

That starts with the fundamentals being delivered well every time. Meals arrive as expected. Patient rooms, restrooms and corridors are clean and ready. When the basics are right, frontline teams are better positioned to perform with confidence and consistency. When teams have the tools, staffing, recognition and support they need, engagement is stronger, retention improves and service becomes more reliable.

That reliability translates into a better experience for patients and families. Turn times, meal accuracy, audit results and other operational measures are not separate from experience. They shape whether care feels coordinated, responsive and dependable. Over time, that strengthens patient satisfaction, trust and loyalty, while reinforcing UofL Health's brand in the communities you serve.

Compass Healthcare reinforces this approach through training, coaching and a patient experience model designed to help operations leaders understand the behaviors and conditions that drive better outcomes. At the system level, UofL Health gains access to national benchmarking, proven practices from across the Compass Healthcare network and the governance discipline needed to keep priorities aligned to your goals.

On-site, a dedicated patient experience leader drives purposeful rounding, coaches frontline teams in real time and translates expectations into consistent, repeatable behaviors that can be seen and felt across the hospital.





Together, this structure aligns food and nutrition and environmental services under one coordinated leadership approach. The result for UofL Health is less variability, less disruption for clinical teams and a more consistent, supportive experience for patients and families, as well as a repeatable and standardized structure that will enable and support system growth.



Rounding That Turns Real-Time Feedback Into Action

Patient satisfaction scores show what patients remember after the fact. Compass Healthcare helps UofL Health act sooner by using purposeful rounding to capture the voice of the patient and family while there is still time to respond, recover service and improve the experience in the moment.

Compass Healthcare treats rounding as more than a routine task. When rounding becomes a checkbox exercise, it loses credibility and too many concerns go unresolved. Our approach makes rounding a structured performance tool grounded in presence, active listening and clear follow-through so issues are addressed, not simply documented.

Using the Huron Rounding platform, Compass Healthcare captures feedback in real time, routes actions to accountable owners and tracks closure rates. Data flows into dashboards that give leaders visibility into systemwide trends as well as variation at the unit level.

By pairing same-shift rounding insight with operational data, Compass Healthcare helps UofL Health identify root causes earlier, resolve concerns faster and strengthen accountability across teams. The result is a more responsive patient experience and a clearer connection between frontline behaviors and measurable performance.

Insights that turn feedback into action

Compass Healthcare helps UofL Health turn survey intelligence into daily operational improvement, so patient feedback strengthens service recovery, communication and accountability across the system.

In high-anxiety settings such as the Emergency Department, concierge and ambassador roles help reduce handoffs, strengthen communication and support real-time recovery. The result is a more responsive experience for patients and families and a clearer connection between feedback and frontline behavior.

What sets this apart is not access to survey data alone. Compass Healthcare connects intelligence to rounding workflows, closed-loop governance and daily execution so insights move beyond quarterly review and into measurable performance improvement.

Experience Mapping That Turns the Patient Journey Into Operational Action

Experience Mapping helps bring the patient's journey to life by translating it into operational clarity. By examining both emotional touchpoints and workflow transitions across phases of care, Compass Healthcare identifies friction points that affect satisfaction, throughput and clinical efficiency.

In partnership with clinical leaders, we define role-based service standards, align handoffs and redesign workflows to match each unit's operational rhythm, reducing variability and strengthening coordination between nursing and support services.

Insights are embedded into SOPs, leader standard work and rounding prompts within Huron, with performance data flowing into Elevra dashboards for enterprise visibility and accountability.

The result is smoother patient flow, fewer missed expectations and a more predictable experience across the system.

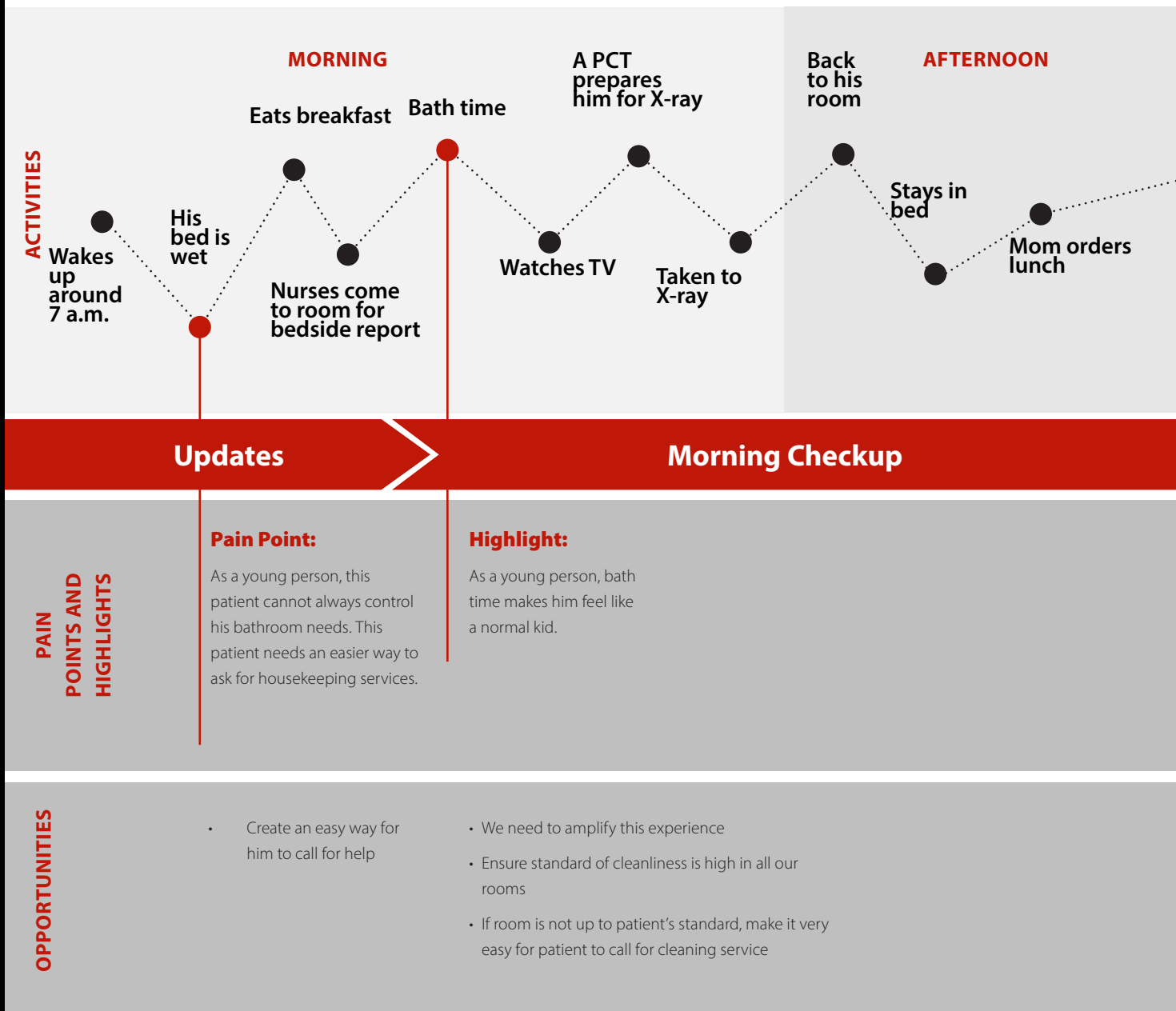




Patient Experience

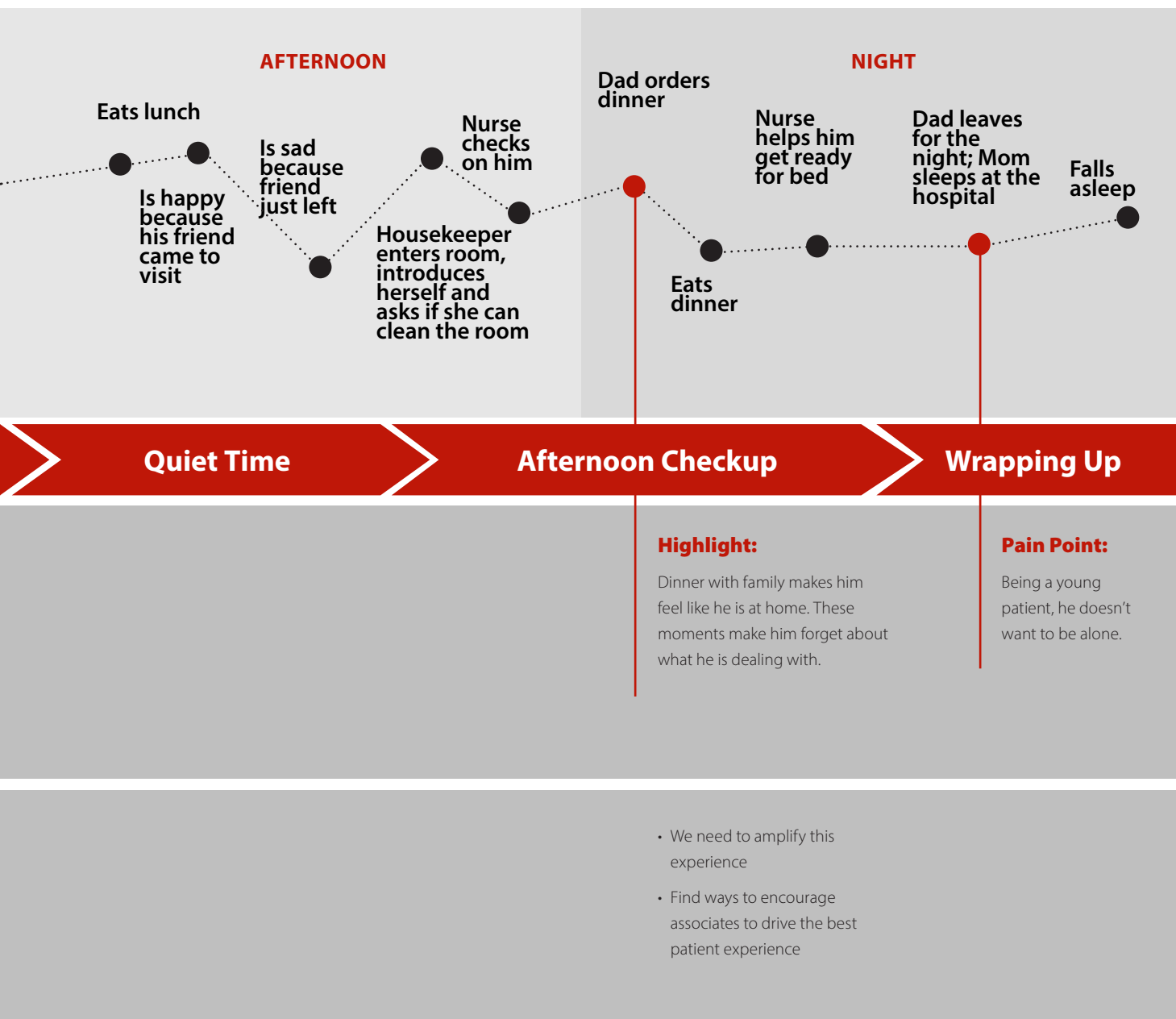
Long-term patient, age 5

Days hospitalized: 10



Experience Journey

Motivations: go home, see his friends and family, play and have fun; feel better, be well enough to go outside, be able to play with his dog and go to school





96. Training

A key component to the success of our operations is a strong focus on training and development of associates at all levels. Compass Healthcare provides more than 1 million hours of training annually and we have been recognized over the years by several outside organizations for our efforts, including Training Magazine, e-Learning, Modern Healthcare and Forbes.

It all starts with our focus on properly onboarding our team members and subsequently providing them with educational opportunities that not only enhance their skill sets and experiences for their current position but also begin developing them for the next position in their career.

Our training provides focus on leadership, regulatory compliance, customer service and skills development to enhance performance and prepare associates for the next level in their career. New technology, through e-Learning, allows us to provide consistent, comprehensive training to all associates in a cost-effective manner.

Your associates will benefit from our commitment to the highest level of professionalism, as we position them for career advancement. You'll experience less turnover, enhanced competencies and job performance, heightened morale, stronger nursing relationships, higher patient satisfaction and an overall exceptional customer and patient experience.

Onboarding Training

At Compass Healthcare, onboarding is more than completing a pile of paperwork. Our process integrates our new associates into the organizational culture and helps them understand our mission, values and standards. To set new associates up for success, our onboarding process is comprehensive and includes the My Great Start (frontline) and Foundations (management) programs.



FOUNDATIONS

Foundations is a self-paced program designed to provide essential information on corporate support departmental key contacts, tools and resources and additional training and development opportunities that enable success for all new leaders who join the Compass team.



My Great Start provides frontline associates a consistent, standardized and welcoming onboarding experience. My Great Start equips new frontline associates with the information and resources needed for their success and provides their supervisor/manager a positive, engaging connection with their new associate from the very first day on the job.

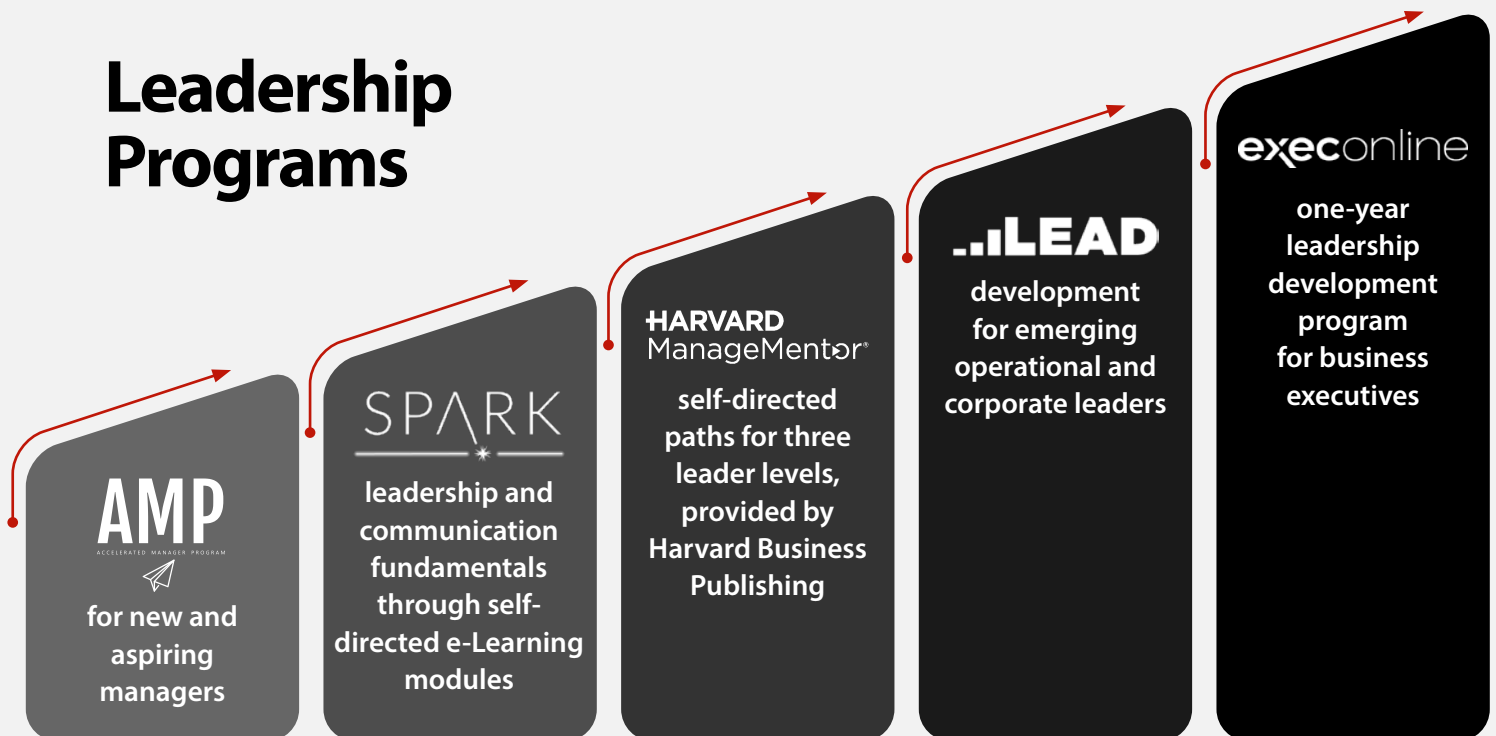
Leadership, Career Development and Talent Management

Morrison Healthcare provides management team members with access to hundreds of training programs developed by our talent and development team that offer opportunities to improve their leadership skills, inclusion focus, coaching and mentoring and several other skill sets needed to progress in their careers.

Every year, managers are expected to work with their supervisor to develop a comprehensive development plan that addresses any performance gaps from our annual review process and also identifies needs for development into their next role with the organization. This compliance is monitored by our talent management team members and senior leadership.



Leadership Programs



Associate Training



CHAT (Communication, Help and Training) is a monthly on-site associate training tool. CHAT provides an ongoing team-based training process that is both structured and consistent, providing timely, accurate training materials focused on a different topic each month. New topics are selected every year.

On-site training is complemented by video-based tutorials and appropriate support materials. We teach customer hospitality skills that involve associates in role-playing for effective retention. Our goal is to make a difference by practicing care, sympathy and concern in our relationships with patients and customers.

The Weekly Minders program engages all associates in renewed safety awareness. It is a guided team exercise led by operations managers focused on concerns, protocols and best practices in safety. Regular reinforcement dramatically improves both mindfulness and retention of all operational safety aspects.



Heartfelt Service is a training course all about the culture of heartfelt service within Morrison Healthcare. Through this course, managers explore the connection between the associate experience and the guest experience. Associates are empowered as they learn about their unique role in delivering the Power of Food.



This program provides hourly associates a path to move into management roles. The training consists of 10 modules, spanning two weeks, that prepare employees for additional leadership responsibilities.





We recognize that there's always a lot to learn on a new job, not only about the work but also the culture, policies and procedures, standards of operation, etc. We want to see our associates succeed and have developed our Morrison Healthcare University training program to ensure just that.

Food and Nutrition Services

The purpose of Morrison Healthcare University is to create a solid baseline of knowledge, encourage collaboration and accelerate proficiency in associates' roles by having them complete several company and role-specific learning activities. The training road map outlines core fundamentals and role-specific learning pathways that will assist in defining expectations and responsibilities. All training activities outlined are accessible on our Learning Management System, MyLMS.

Core fundamentals include:

- Welcome and Kickoff
- Regulatory Readiness and Standards
- Power of Food Playbooks
- Menu Management
- Patient Programs Overview
- iPad and Acuity App Overview
- The Patient Experience



Role-specific learning pathways include:

- Retail Solutions
- Patient Solutions
- Culinary
- Clinical Nutrition
- Operations Leadership
- Patient Experience

Upon completion of their corporate and discipline-specific orientation, our culinary and retail managers are expected to complete certification programs that round out the next 12 months of their development. Programs are designed to deliver up to 70 hours of additional education opportunities through a combination of online, experiential and classroom learning approaches.

Culinary Certification

This mandatory training program was created to develop the knowledge of our culinary leaders through online modules, culinary resources, field activities and electives. Each chef is required to complete the program within their first year of employment as a means to develop in-depth knowledge of our tools and standard operating procedures. Program benefits include:

- Auto enrollment for all new chefs
- Quarterly progress reports
- One year training and development program
- Partnership with Envision learning and development team
- Approved 14 hours of continuing education



Program Objectives:

- **Foster retail excellence** and professional growth and development
- **Maximize performance** and monitor account results with necessary training

Retail Certification Express

This class focuses on the basics of successful retailing: pricing, merchandising and suggestive selling.

- 1 Self-Paced E-Learning**
- 2 Targets Frontline Associates**
- 3 Drives Incremental Revenue**

Program Highlights:

RETAIL CERTIFICATION

A comprehensive training course that equips retail associates with the tools and resources to enhance retail excellence.

TOPICS INCLUDE

- Market research
- Sensory marketing
- Daypart strategies
- Menu engineering
- Pricing strategies and smart menuing techniques
- Product placement and merchandising
- Promotion strategies
- Guest experience

SIX-MONTH, THREE-PART PROGRAM

- **Part 1:** Retail Fundamentals (WebEx classes)
- **Part 2:** Graduation (Live presentation of cumulative results)
- **Part 3:** 90-day checkpoint (WebEx presentations)



Our My Learning Management System (MyLMS) provides both required and ad hoc training for associates. This system alerts employees of training and

tracks completion. Through effective training and a robust platform to facilitate it, Morrison ensures we are continually building a motivated, engaged and high-performing workforce.



As leaders, it's important for you to rally your team before each meal service. The Retail Rally preservice

meeting allows you to take a focused approach to discuss what's going on in your cafe and how much each team member can affect the guest experience every single meal, every single day. It's time to rally!



Morrison Healthcare provides the following additional resources to educate and train associates and improve their culinary skills:

ROUXBE

Rouxbe is an online culinary training platform available to all Morrison Healthcare accounts. This tool, used in professional kitchens around the world, allows teams to train without leaving the kitchen and learn everything from proper knife handling to cooking for health support in a quick and engaging way. Some of the benefits include:



Courses available at all levels from hourly associates to chefs



Hands-on training for hourly staff



Virtual training modules ideal for onboarding and training at opening



Associates don't need to travel to receive training



Empowering associates through opportunities of talent development



Upward aims to power the potential of our women in culinary leadership by aligning our inclusion strategy with our talent strategy. It provides a practical approach to learning with customized paths for each participant's strengths, needs, skills and interests. Learners build a development plan based on their individual needs and wants.

Associate Culinary Training Series (ACTS)

ACTS training is for all frontline, back-of-house employees. By conducting this training, we continue to invest in our staff and grow our bench strength from within. The training incorporates hands-on, classroom sessions, competency tests and demonstrations, including:

- Food Safety and Sanitation
- Recipe Basics
- Mise en Place and Knife Skills
- Stocks, Bases and Soups
- Dry Cooking
- Wet Cooking
- Stir Fry and Saute
- Baking
- Food Presentation
- Cleaning Equipment and Safety

American Culinary Federation (ACF)

The ACF, a professional organization for chefs and cooks, was founded in 1929 in New York City by three organizations: the Société Culinaire Philanthropique, the Vatel Club and the Chefs de Cuisine Association of America. This organization promotes the professional image of American chefs worldwide through education of culinarians at all levels. In partnership with the ACF, Morrison Healthcare offers culinary competitions, certification, continuing education, regional and national events, publications, discounted property memberships and a national apprenticeship program.

Aware

The Aware lessons have played an intricate role in helping to create and sustain a culture of ownership and accountability. The lessons are a great way to communicate, educate, encourage, inspire and challenge teams to strive for operational excellence. There are currently 52 lessons available (12 lessons specifically cover food cost). There are many ways to use the Aware lessons, including at lineup meetings for frontline staff, onboarding new managers or refresh training at regional team meetings.

Chefs' Connect Webinar

The Chefs' Connect webinar is a companywide webinar with the purpose of communicating new initiatives and important updates, sharing best practices and celebrating successes together. These quarterly webinars are a great opportunity for us to engage with our chefs in the field. We encourage all Morrison employees to participate.

Chefs' Playbook

Whether you are an existing chef or new culinary team member, this playbook will serve as a guide for you to harness and grow your knowledge at Morrison. The goal of this playbook is to provide you and your staff with a quick reference guide and overview of key functions, responsibilities and tools available from the culinary team.

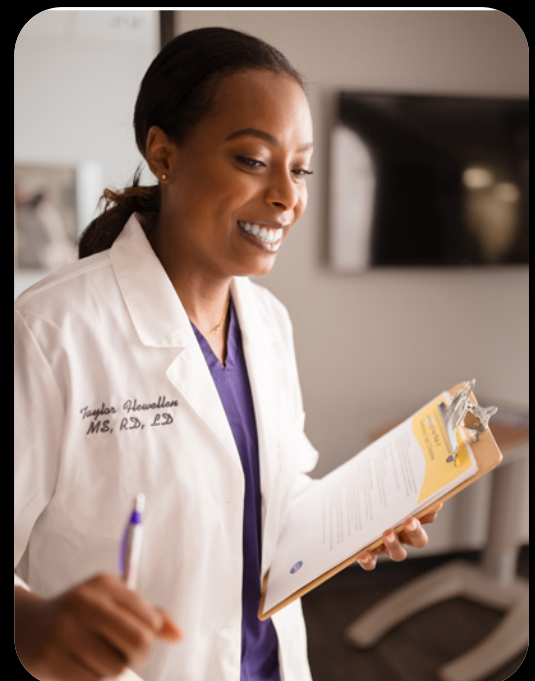
Culinary Certificate Program

Morrison is excited to offer an internal culinary certificate program. The goal of this program is to build the bench strength of our unit culinary leaders by providing tools and training mechanisms to operate in an effective and proactive manner.

Dietitian Training

One of the many great benefits of working for Morrison Healthcare is the extensive array of continuing education events offered to our certified/licensed/registered professionals. Because our registered dietitians, certified dietary managers and certified chefs are required to maintain a specific number of continuing education requirements for the professional certifications, we offer hundreds of preapproved continuing education credits. Professional development training for registered dietitians, certified dietary managers and certified executive chefs include:

- Conferences/Seminars
- Webinars
- eModules
- Region Meetings
- Support Local/State/Federal Affiliations
- University-based Certified Dietary Manager Programs



Environmental Services

Associate Training

- **New Hire Training (one week)** – EVS Basics
- **New Employee Training (one to two weeks)** – Hands-on
- **New Employee Training Competency Period (until 90 days of employment)** – Routine Competency Checks from Manager via Quality Assurance and QR Code
- **Weekly/Monthly Training (recurring weekly and monthly)** – Observation
- **Annual Training (recurring annually during employees' birth month)**

Manager Training

- **New Manager Foundations (two weeks)** – EVS Basics
- **Manager Development Rounds (MDRs) (weekly)** – Routine Competency Checks from Director
- **1:1 Meeting with Director (recurring every month)** – Meeting to Discuss Opportunities to Develop and Improve
- **Manager Competency Training (quarterly)** – Training Review and Testing
- **Annual Training (recurring annually)** – Training Review and Testing

Because our managers grow in their core competency without distraction, they are able to share their experience with an uncompromising attention to detail.

Team members are trained, evaluated and retrained. Our quality management audits identify individual educational needs and training is designed to ensure those needs are met. All salaried and frontline members take part in our skill development programs. We provide monthly training seminars and offer optional classes. Every month, our training and development department publishes current course offerings, training resource information and updates on ongoing projects.

Our teams share best practices, emerging technologies and innovations in EVS. Sharing allows each team member to constantly evolve and expand their knowledge and understanding of their craft. We maintain real, passionate expertise in our professions and bring the benefits of specialization to clients.

Associate Training

Ongoing Training	Hours/Year
Daily Huddle	65 hours per year
Weekly Minder	26 hours per year
Monthly CHAT	12 hours per year
Annual Refresher	5 hours
Hospital-Sponsored	5 hours
Total	113 hours per year
New associates get another 40 hours initial training for a total of 153 hours the first year	

POSITION SKILLS TRAINING

Position Skills Training is hands-on, one-on-one training provided as part of onboarding and annually to ensure the associate understands workflow and job responsibilities.

THE WEEKLY MINDERS

The Weekly Minders program engages associates in renewed safety awareness. The Weekly Minders program is a guided team exercise led by operations managers focused on concerns, protocols and best practices in safety. Regular reinforcement dramatically improves both mindfulness and retention of all operational safety aspects.

IN-SERVICE TRAINING

In-service training educates on regulatory requirements for safety and infection prevention. We complement in-service teaching with video-based tutorials and appropriate support materials.

positive⁺⁺⁺ impressions

Positive Impressions training teaches compassion, care and concern. We teach customer service tailored to each associate's role in influencing the experience of patients, family/guests and nursing/clinical staff. We involve associates in role-playing for effective retention. Our goal is to make a difference by practicing care, sympathy and concern in our relationships.

ASSOCIATE TRAINING TOPICS

- Hospital orientation (for new associates)
- Patients' rights
- Positive Impressions™ patient experience training
- The Four Points of Service Contact during the day
- The High Profile Cleaning process
- Job competency
- Safety, sanitation and infection prevention
- Special duties and team assignments
- Product and equipment utilization
- Remedial education
- Weekly and monthly in-services
- Cross-education
- Documentation awareness



8. Food and Nutrition Requirements

28. Patient Menus

Menu Design and Culinary Expertise

We believe in relying upon data, not hunches and nowhere is this more important than in offering menus that resonate with your patients.

Menu development is done diligently with the mission of making sure your patients – no matter their condition – never feel deprived. We help them understand they can enjoy delicious food while eating healthfully. Our core, tested menu provides your patients with the nutrition they need without compromising the flavor they want. This is achieved through a menu abundant in whole grains, fresh seasonal fruits and vegetables, legumes and lean meats enhanced with fresh herbs and spices. The aim of this is to serve delicious food to your patients while also providing meals that are good for them.

From there, we supplement menus with regional and local favorites by examining data. This data goes beyond what is popular in the cafe – it goes into the communities surrounding the hospital. Through our partnership with E15, our dedicated analytics company, we have access to the latest consumer analytics as well as data scientists, guest insight professionals and other resources to not only gather information but determine the best way to apply the insights we gain from the analytics. These insights become the vehicle to improve the healthcare experience of the patients, visitors, associates and community members we serve.

Our menu program foundation is formed by leveraging powerful customer insights to develop and customize our program recommendations, patient experience strategies and targeted health and wellness programs to impact the health issues prevalent in your community. This is how we deliver customized patient menus for your patients versus a national standard menu.

Our menus are then customized to your specific patient demographics and preferences.

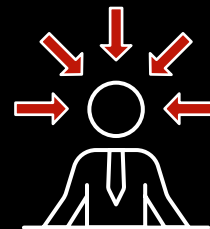
Our Menus Are:



Nutritionally Balanced



**Made with
Conscious Effort**



Mindfully Procured



**Thoughtfully
Prepared**



Patient Menus

Compass Healthcare leads with health and wellness through innovative menu planning. Our menus help patients understand that they can eat robust, full-flavored dishes while eating healthy.

Our patient menu satisfies four of our main diets in one menu: regular, heart healthy, consistent carbohydrate and low sodium. In addition to the core menu, your patients will also have menu selections for renal disease, soft and mechanical soft diets, full liquid and clear liquid diets and puree diets.

Cultural and Religious Accommodations

We accommodate cultural and religious dietary needs through flexible dining programs designed to respect individual beliefs, preferences and medical requirements. Menu planning and service models are informed by client demographics and supported by registered dietitians to ensure meals are safe, appropriate and delivered with dignity. Cultural and religious needs are incorporated into standard operations, including ordering, preparation and service, while maintaining compliance with healthcare food safety standards.

Kosher accommodations are available at accounts where client populations require them and may include approved kosher-certified meals, including frozen entrees when on-site kosher kitchens are not feasible. We also support Muslim dietary needs through defined no-pork meal options and alternative protein selections to meet religious requirements. Clinical nutrition teams and client dining associates collaborate to ensure dietary requests are honored accurately and respectfully, reinforcing our commitment to client-centered care and cultural sensitivity.



Why Beautifully Engineered Menus and Consistent Presentation Drive Patient Satisfaction

Visual Appeal Creates Comfort and Confidence

Patients often judge their overall experience by what they see first. Attractive menus signal quality and care, making patients feel valued and reassured. When menus highlight variety and freshness, they create anticipation and a sense of normalcy during a hospital stay.

Consistency Through “What Right Looks Like”

Standardized plating and presentation ensure every meal meets expectations for quality and appearance. The “What Right Looks Like” approach trains teams to deliver visually appealing plates – hot food served hot, cold food served cold, with thoughtful garnishes and minimal disposables. This consistency builds trust and elevates the dining experience across all locations.

Patient Dining Limited-Time Offers Add Excitement and Choice

Limited-time offers introduce variety and seasonal favorites, breaking monotony and giving patients something to look forward to. These special menus align with consumer trends and reinforce the perception of restaurant-quality dining, which positively impacts satisfaction scores.

The Result: Higher Satisfaction Scores

Hospitals implementing attractive menus and consistent presentation report measurable improvements in Press Ganey and HCAHPS scores. Patients associate appealing food with better care and these enhancements contribute to overall well-being and recovery.



ROOM SERVICE MENU

menu

HOURS
6 am - 8 pm
Monday - Friday
7 am - 6 pm
Saturday & Sunday

TO PLACE YOUR ORDER
A patient dining associate will help you before your meals to take your order

to contact your patient dining associate, please call 5555 between 6:30 am and 6:30 pm

morrison's

BREAKFAST

FEATURES
CLASSIC AMERICAN BREAKFAST
SCRAMBLED EGG, BACON, BREAKFAST POTATOES
CONTINENTAL BREAKFAST
BLUEBERRY MUFFIN, ORANGE, STRAWBERRIES, HONEYDEW, CANTALOUPE
GARDEN AVOCADO
AVOCADO, HONEYDEW
FRENCH TOAST
BAKED CANNONBALL
FRUIT & HONEY
GREEK YOGURT, CREAM
NUTTY GRITTY BIC
CHERRY ORANGE, SOY
SCALLIONS

SOUPS
CHICKEN NOODLE
TOMATO BASIL
SEASONAL SPECIAL

GREENS
BERRY FIELDS
PETA, TOMATOES, BLUEBERRIES, CARAMELIZED CARROTS, SPRING MIX
CHICKEN CAESAR
GRILLED CHICKEN, PARMESAN, TOMATO, CROSTINI, ROMANO
MEDITERRANEAN CRUNCH
PETA, CUCUMBER, TOMATO, OLIVE, PICKLED ONION, PITA CHIPS, SPRING MIX

HANDHELDS
CLASSIC CHICKEN SALAD
HOUSEMADE CHICKEN, GRILLED LETTUCE, TOMATO, MAYO DRESSING
CLASSIC BLT
BACON, LETTUCE, TOMATO, BASS, MAYO, SOURDOUGH
MEDITERRANEAN VEGGIE WRAP
HUMMUS, PETA, CUCUMBER, RED PEPPER, TOMATO, TORTILLA
PRESSURE CUBAN
ROASTED PORK, HAM, SWISS, PICKLE, MUSTARD, CREAM SANGUETTE

CHEF SPECIALS
BBQ SALMON
BAKED SALMON, WINGO CITY BBQ SAUCE, CHEESE, GRITS, SAUTERED SPINACH
BEEF BURUNDY
BRANDED BEEF, HEIR CRUSH CHICKEN, ROSEMARY POTATOES, CARAMELIZED CARROTS & PEARL ONIONS
BUTTER CHICKEN BOWL
COCONUT MANGA CHICKEN, BROWN RICE

BEVERAGES
FRESH BREWED COFFEE
HOT COCOA
JUICE
apple
orange
grape
prune

DESSERTS
CHOCOLATE MUG CAKE
FRESH BAKED COOKIES
KEY LIME CHEESECAKE
PEANUT BUTTER BROWNIE BITE

TRADITIONAL MENU

ALWAYS AVAILABLE

BREAKFAST

CELESTIALS
CHICKEN & CORN FLAKES
BEEF & CORN FLAKES
APPLE CANNONBALL CREAM OF WHEAT
HONEYDEW (LARGE)

BAKERY
BACON, CHICKEN MUFFIN | BLUEBERRY MUFFIN
CHERRY ORANGE MUFFIN

SOUP
CHICKEN NOODLE | TOMATO BASIL
SEASONAL SPECIAL

SALAD
BERRY FIELDS | BEEF CHICKEN
CHICKEN CAESAR | MEDITERRANEAN CRUNCH

SANDWICH
CLASSIC CHICKEN SALAD
CLASSIC BLT
CLASSIC BLT
CLASSIC BLT

BEVERAGES
FRESH BREWED COFFEE
HOT COCOA
MILK
JUICE
APPLE | CANNONBALL
ORANGE | PRUNE

LUNCH & DINNER

CELESTIALS
CHICKEN & CORN FLAKES
BEEF & CORN FLAKES
APPLE CANNONBALL CREAM OF WHEAT
HONEYDEW (LARGE)

BAKERY
BACON, CHICKEN MUFFIN | BLUEBERRY MUFFIN
CHERRY ORANGE MUFFIN

SOUP
CHICKEN NOODLE | TOMATO BASIL
SEASONAL SPECIAL

SALAD
BERRY FIELDS | BEEF CHICKEN
CHICKEN CAESAR | MEDITERRANEAN CRUNCH

SANDWICH
CLASSIC CHICKEN SALAD
CLASSIC BLT
CLASSIC BLT
CLASSIC BLT

BEVERAGES
FRESH BREWED COFFEE
HOT COCOA
MILK
JUICE
APPLE | CANNONBALL
ORANGE | PRUNE

WEDNESDAY

BREAKFAST
NUTTY GRITTY BOWL
HONEYDEW, CHERRY ORANGE, CANTALOUPE, TOMATO, BACON, PARMESAN

LUNCH
POMODORO
BEEF, PARMESAN, TOMATO, BACON, PARMESAN

DINNER
BEEF
BURUNDY
BEEF, PARMESAN, TOMATO, BACON, PARMESAN

THURSDAY

BREAKFAST
FRENCH TOAST
BREAD PUDDING
HONEYDEW, CHERRY ORANGE, CANTALOUPE, TOMATO, BACON, PARMESAN

LUNCH
CHICKEN
TORTILLA SOUP
HONEYDEW, CHERRY ORANGE, CANTALOUPE, TOMATO, BACON, PARMESAN

DINNER
ROASTED
TURKEY
BEEF, PARMESAN, TOMATO, BACON, PARMESAN

FRIDAY

BREAKFAST
FRENCH TOAST
BREAD PUDDING
HONEYDEW, CHERRY ORANGE, CANTALOUPE, TOMATO, BACON, PARMESAN

LUNCH
BEEF
BURUNDY
BEEF, PARMESAN, TOMATO, BACON, PARMESAN

DINNER
BEEF
BURUNDY
BEEF, PARMESAN, TOMATO, BACON, PARMESAN

SATURDAY

BREAKFAST
FRENCH TOAST
BREAD PUDDING
HONEYDEW, CHERRY ORANGE, CANTALOUPE, TOMATO, BACON, PARMESAN

LUNCH
CHICKEN
TORTILLA SOUP
HONEYDEW, CHERRY ORANGE, CANTALOUPE, TOMATO, BACON, PARMESAN

DINNER
ROASTED
TURKEY
BEEF, PARMESAN, TOMATO, BACON, PARMESAN

With all of our patient dining programs, we follow standardized procedures to ensure all patients receive a meal – the right meal – according to their dietary needs. We adhere to recipe compliance and nutrition integrity, which are supported by our MenuWorks recipe and nutrition management software.

Patient Dining Programs

At Compass Healthcare, we use analytics to understand patients and determine the correct patient dining model. E15 leverages leading market data to understand patients, including their demographics, attitudes and behaviors, to better ascertain their preferences, leading to increased patient and guest satisfaction.

Demographics

Understanding patient life stages – including affluence, the presence of children in the home and age – helps us understand who your patients are and the kinds of lives they live.

Attitudes

Identifying patient attitudes around key topics like technology use, healthy eating and quality guide us in developing your optimal patient foodservice program.

Behaviors

We leverage local restaurant preferences to analyze how your patients “vote with their wallets” when they are not inside the hospital to refine our menus and align offerings with local preferences.

Patient Population Customization

The biggest opportunity to drive patient satisfaction metrics involves understanding which patient demographic groups have the lowest perception of quality and courtesy. In our strategy, we evaluate mean score performance and standard deviation and review data by length of stay, age and specialty. This approach allows us to develop customized, unit-specific plans that will aid in driving the overall experience for those we serve. Diet acceptance is a key factor of how patients rate quality; therefore, the education and compassion they receive once put on a prescribed diet is crucial to satisfaction.



Building Connection

Unique within our industry and beyond what our competitors can offer is our patient care ecosystem – our interconnected solutions that improve operations and experiences that ultimately benefit the patient while providing more value, creating standardization and driving efficiencies.

Everyone in the patient care ecosystem can interact with our solutions across the system and we want them to have a positive experience with provided products and solutions that:

- Are easy to use, efficient and positively impact their day.
- Empower employees and operators to work more effectively, be more productive and make better, more data-driven decisions.
- Enable care for clinical caretakers through efficient solutions that give time back.
- Help family members and employees maximize time with their loved ones while caring for themselves through time savings.

Our goal is to create positive experiences through smart, interconnected solutions that decrease friction and flow through into better patient care.



Bedside Service Model

This program provides the most personalized service for the patient, with patient dining associates (PDAs) assigned to specific patient-care areas. PDAs visit patients several times a day. Breakfast selections are obtained the afternoon or evening before, with the PDA reading the menu to the patient and recording selections on a meal ticket or handheld tablet.

1

PDA brings menu to newly admitted patient

2

PDA visits patient and takes order on tablet

3

Culinary team prepares meal fresh to order

4

PDA delivers meal

5

PDA retrieves soiled tray



Room Service Model

This program creates a more customized experience and is similar to hotel-style room service where a patient has a menu in their room and calls the nutrition operator to place an order. Orders are placed through meal-ordering software that interfaces with the hospital's electronic medical record software. The order is printed in the kitchen, assembled and then delivered to the patient within 45-60 minutes. Hours of operation are flexible and determined by each facility.

1

Patient calls to
order a meal

2

Order taken in central call
center by nutrition operator

3

Culinary team prepares
meal fresh to order

4

Workstation associate
assembles meal

5

Associate delivers meal
within 45-60 minutes

6

Waitstaff associate
retrieves soiled tray

Restaurant-Style Model

A blend of Traditional and Room Service models – The Restaurant-Style model uses acuity and length-of-stay data to determine, floor by floor, what configuration will work best. This improves timeliness of delivery and strengthens nursing relationships. We offer daily chef's specials to our patients for each meal period, in addition to our always available selections.



Pediatric Expertise

Our mission is to excite the senses, nourish the body and turn moments into magic.

Serving pediatric hospitals requires a special approach. Our corporate team of marketing, user experience design, culinary, patient services and retail experts created solutions tailored to children's hospitals.

Children and young adults have unique nutritional needs. At Morrison Healthcare, we cater to their preferences while offering healthy options that promote wellness. We focus on making meals memorable, improving perceptions of nutritious food and creating positive experiences for pediatric patients and their families.

Nonverbal cues like proper plate presentation, menu availability and options and tray appearance affect patient perception of food quality, temperature and overall meal satisfaction. With bedside menus and prescribed diet order information always available, patients and their families know the choices they have. Parents feel satisfied knowing their child has enjoyable, familiar options even on restricted diets. We personalize the meal experience to bring smiles to our patients' faces with every meal.

Pediatrics Council

Morrison Healthcare brings our patient experience and operational leaders together to ensure our youngest patients and their families receive the best care.

With participation from over 50 hospitals and specialty units and nearing 250 internal members, the Pediatrics Council looks to provide our teams with industry-leading knowledge and our clients with the best possible outcomes.

Guest speakers representing the most respected children's hospitals in the nation have joined to educate on topics ranging from data analytics and age-specific care inclusion to engaging patients with autism.



A national repository of shared best practices and a customized, best-in-class approach



Access to education, data analytics and shared experiences



Connection to clients and pediatric leaders from our extensive account portfolio



Behavioral Health Expertise for Peace

Unlike broad national or generalist providers that adapt standard acute-care or contract-dining models, Compass Healthcare operates with behavioral-health-specific service design, workforce training and safety controls. Our teams are trained in contraband and ligature-risk mitigation, trauma-informed client interaction, behavioral-health-appropriate serveware and strict diet and allergen management.

Our programs support behavioral health populations through consistent meal patterns, portion integrity and balanced nutrition. When clinically appropriate, structured meal plans may be implemented under registered dietitian oversight to support weight restoration protocols in alignment with individual treatment plans and unit guidelines.

Menus for behavioral health populations are developed using our Nutrition Care Manual as a clinical framework, supporting balanced nutrition while remaining mindful of medication-related metabolic considerations.

Unified Operations. Elevated Impact.

What Is Elevra?

Elevra is our new digital operations platform that brings together Compass Healthcare service lines into one connected system. Instead of separate apps for tasks, inspections, rounding and reporting, Elevra unifies everything into a single, modular, role-based experience that promotes standardization.

Elevra

Bringing together the systems operators already use, Elevra provides a centralized experience while reducing the need to toggle between applications or duplicate work. More importantly, **it builds meaningful connection points across services, enabling smoother coordination between teams.** From tray pickup to rounding tasks, Elevra supports the flow of service, not just the management of tasks.



INTEGRATED OPERATIONS, ONE SYSTEM

Bring together the tools and service lines your teams rely on, so they can stop jumping between systems and start working in one connected space.



 TaskVue



COLLABORATION ACROSS TEAMS AND SERVICES

Break down silos with built-in coordination between roles, shifts and service lines. Whether it's dining or environmental, Elevra makes it easier to share information, assign work and move together as one team.



INSIGHTS THAT DRIVE ACTION

Connected data unlocks connected decisions – offering visibility across service lines and giving teams easy-to-use dashboards to spot trends and take action quickly.

Tasks

Reporting

Meal Ordering

Elevra

Assessments

AI

Admin

and More





my dining Elevra

A personalized meal-ordering system that provides patients greater control over in-room dining.

Benefits include:

- **Cost Savings:** 20%-40% cost savings over other technology solutions
- **Integration:** Interfaces with multiple electronic health records systems using HL7 standards
- **Patient Safety:** Integrates with MenuWorks, our proprietary nutrition analysis and menu management solution, to ensure the right nutrition, allergen and menu information for all patients
- **Patient Satisfaction:** Patients enjoy a seamless ordering experience

ELEVRA

my
meal

Patient self-ordering solution with guest tray order and payment capabilities; can also be used by parents to order for children even when not on-site.

Benefits include:

- QR codes allow patients easy access to the application
- Customized menus; patients with restrictive diets and/or allergies will only see the appropriate menu items according to their diet prescription

ELEVRA

TaskVue

Tray status visibility application for nurses to see the status of patient trays to reduce call times.

Benefits include:

- Spending less time manually tracking patient tray status and more time providing quality care
- Conveniently displays at nursing station
- Real-time updates



Nutrition AI

Enables automated tray scanning for patient safety, future consumption and food waste (dietitians and operators).

Benefits include:

- Flags dietary or allergen-sensitive trays
- Provides performance insights to improve accuracy and enhance operations
- 36% fewer missing items
- 16% faster tray builds

relay

Better communication between employees and provides real-time positioning of tray delivery for performance measurement.

Benefits include:

- Instant communication between patient dining associates and supervisors
- Provides actionable insights into operational and labor efficiency
- 27% improvement in timeliness of delivery
- 14% reduction in cart holding times



43. Retail Plan for UofL Health



CLICK TO VIEW
OUR RETAIL BRAND
CONCEPTS

The Retail Experience

For UofL Health, retail is more than a place to purchase food. It is part of how your brand is experienced every day by employees, visitors and the broader community. When done well, it becomes a destination for convenience, comfort and renewal while also strengthening satisfaction, loyalty and financial performance.

Morrison Healthcare helps UofL Health treat retail as both a service and a brand asset. When access is easy, service is fast, offerings reflect real demand and pricing is thoughtfully aligned, retail becomes more relevant to the people you serve. That strengthens the caregiver experience, reinforces brand connection and improves margin without adding unnecessary labor complexity.

You benefit from:

- Higher participation through data-informed menu styles, concepts and offerings that better reflect the preferences of your workforce and community
- Stronger retail margin and check average by aligning brands, pricing and menu choices to actual demand without increasing labor complexity
- Higher throughput and better convenience through service model redesign and digital ordering where it improves speed and access
- Greater community relevance through local pop-ups, rotating concepts, and local and diverse sourcing that create stronger connection to the communities you serve
- Better labor productivity and service consistency by using analytics to align staffing to demand rather than guesswork

The result is a retail experience that feels more relevant, more convenient and more connected to UofL Health's brand. Compass Healthcare helps turn that experience into a stronger source of engagement, community connection and sustained financial performance.

FOODWORKS

THE BEST OF LOCAL

Our Story

Foodworks is a restaurant incubator on a mission to shape the future of healthcare dining through a local food lens. We've partnered with Foodworks to provide a global food hall with a flexible approach to offer a taste of every neighborhood. This dining platform creates community by building connections with authentic, ethnic experiences. Our Foodworks platform will bring in the best local restaurants – serving local favorites and supporting the community is a win-win!



How it Works

- **Cafe** – The chefs and menus rotate while our commitment to food, quality and community remain the cornerstone of our cafe takeover.
- **Catering** – The meal can make the meeting. We show up on time, quickly adapt to any changes and help you create an experience.
- **Pop-Up** – We can set up our microrestaurants virtually anywhere you like. Trust us when we say we love a good challenge.



chefnet

CREATING EXPERIENCES

Our network of local and celebrity chefs and restaurateurs are available to make appearances at client locations for the ultimate guest-chef experience. Whether it's a Chef's Table or Teaching Kitchen, we'll make your next event memorable.



Jet Tila



Aarti Sequeira



Bal Arneson



Jeff Mauro



Your Marketing Plan

Cafe guests will enjoy more than menus and food quality that they expect from area retail restaurants. They'll also be treated to a year-round calendar of special events, menu-based promotions and monthly food festivals built around the season's freshest harvests. These ongoing product promotions as well as seasonal and special promotions highlight the wide variety of dining products and offerings available for UofL Health patients.

Your team uses our online platform monthly to:

- Access materials for at least three promotions scheduled for the coming month
- Access and run seasonal and optional promotions
- Ensure timely ordering of promotion-related products and materials
- Ensure timely production and placement of marketing materials

The new promotions are coordinated with those being done by other Compass Group sectors. As such, we take advantage of volume purchasing and distribution.

BENEFITS:

- Increased guest satisfaction and retention
- Increased participation and sales
- Increased productivity
- Improved employee morale

There will always be some excitement cooking in your cafe. Guests are treated to a year-round calendar of special events and promotions as your director of food and nutrition services customizes the promotional calendar from more than 90 professionally designed campaigns in nine categories.

Your Morrison Healthcare field marketing team will weave in customized retail programming based upon a yearly calendar of promotions, including wellness, limited-time offers and monthly specials. The field marketing team will continue building upon our extensive knowledge of the patients, families and guests utilizing your dining venues, including their lifestyles, routines and priorities within and beyond the food and service categories.

Blending on-site research with emerging consumer trends, culinary innovations and industry insights enables us to focus our marketing plan approach. We adapt our national marketing promotions and tools to best fit the local market. Our marketing plans include essential merchandising and product positioning tactics, including an exercise to map and regularly walk the server as a customer. These techniques identify new opportunities for an improved focus on upselling, suggestive selling and utilizing channels outside of the cafe walls to increase utilization and revenues. Our goal to provide an exceptional experience, and year-round marketing support is just one of our many proven strategies for accomplishing this.

Consumer analytics provided by E15, a sector of Compass Group, will continue to drive greater results in our patient and retail food operations. E15 enables us to recognize that each hospital community is unique and to address those distinctions in our approach by creating patient and retail menus that resonate.

Morrison Healthcare’s retail program at UofL Health will leverage guest personas to intentionally design and deliver experiences that reflect the diverse needs, motivations and daily realities of your caregivers, patients, families and visitors. Using a structured persona framework – including clinical caregivers, frontline staff, administrative professionals, medical learners, patients and family members – we align menu mix, service style, technology and amenities to what matters most to each group, such as speed and mobile ordering for nurses, affordability and payroll deduct for frontline staff, comfort and wayfinding for families and healthy, and convenient options for students and professionals. By analyzing site-specific demographics and identifying which personas are most prevalent at each location, we tailor offerings, hours of service and communication strategies to create relevance and consistency. This approach ensures retail dining is not one-size-fits-all, but instead delivers a personalized, equitable experience that supports wellness, convenience and satisfaction across the UofL Health community.

Motivators at a Glance

	The "Backbone"	The "Professional"	The "Newbie"	The "Coordinator"	The "Frontline"	The "Bookworm"
PRICE		✓	✓		✓	✓
VARIETY	✓	✓		✓		✓
WELLNESS	✓	✓				✓
TECHNOLOGY	✓	✓		✓		✓
CONVENIENCE	✓	✓	✓	✓	✓	✓

Retail Promotional Strategies



Snacks + Beverages

JUST HERE FOR THE SNACKS

Drive impulse and add-on purchases with core beverages and snacks while focusing on all dayparts to provide convenience.



What Right Looks Like

GREAT FOOD, NO GUESSWORK

Taking the guesswork out of retail, these build cards show exactly what “right” looks like at each station.



Holidays + Events

‘TIS THE SEASON FOR FUN!

Seasonal and holiday events add a “fun factor” in our cafes while building guest participation and loyalty.



Seasonal Products

SAVOR SEASONAL FLAVORS

With products like our signature all-butter, clean-label cookies and trend-forward specialty soups, we’re delivering the seasonal flavors guests look for throughout the year.



Series Six

SIX RECIPES, ENDLESS CREATIVITY

Bringing a single culinary theme to life through six unique recipes, Series Six delivers variety, creativity and flavor while boosting guest excitement and satisfaction. Each series explores a new way to surprise and delight guests while keeping the menu fresh and engaging.



National Food Days

A DAY DEDICATED TO DOUGHNUTS? YES, PLEASE!

Our wide array of food “holidays” serve as perfect monotony breakers, bringing excitement to the cafe and offering variety to guests for just a day or week-long celebration. No matter what you’re celebrating, these simple-to-execute events are sure to be a hit!

2026 Retail Promotions Calendar

Exciting things are in the pipeline!

	JAN	FEB	MAR	APR	MAY	JUN
Holidays and Events	National Soup Month	Valentine’s Day, Winter Olympics	St. Patrick’s Day, March Madness	Full Swing, Stop Food Waste Day (4/29)	Fiesta De Mayo	World Cup
Seasonal Cookie	Coconut Lime		White Chocolate Cherry		Cinnamon Churro	
Community and Inclusion	Martin Luther King Jr. Day	Black History Month	Women’s History Month	—	Asian Pacific American Heritage Month	Pride Month
National Food Days	Bagel (1/15) Popcorn (1/19) Cheese Lover’s (1/20) Croissant (1/30)	Tater Tot (2/2) Pizza (2/9) Muffin (2/20) Toast (2/24)	Snack (3/4) Meatball (3/9) Cheesesteak (3/24) Hot Chicken (3/30)	PB&J (4/2) Burrito (4/2) Grilled Cheese (4/12) Pretzel (4/26)	Salad (5/1) Eat What You Want (5/11) Hummus (5/13) Biscuit (5/14)	Doughnut (6/5) Iced Tea (6/10) Smoothie (6/21) Onion Rings (6/22)
What Right Looks Like	Basil & Thyme		Hearth & Rye		Embers	
Series Six	Pizza		International Sandwiches		Melts	
Seasonal Soup	Thai Red Curry with Lentils			Caldo Verde		

	JUL	AUG	SEP	OCT	NOV	DEC
Holidays and Events	National Grilling Month	Beat the Heat	Oktoberfest, Chef Appreciation Week	National Seafood Month, Halloween	Pie-Palooza	Sweater Weather
Seasonal Cookie	Strawberry Shortcake		Pumpkin Spice		Peppermint	
Community and Inclusion	—	—	Hispanic Heritage Month	Disability Employment Awareness Month	Native American Heritage Month	—
National Food Days	Chocolate (7/7) French Fry (7/10) Hot Dog (7/15) Avocado (7/31)	Watermelon (8/3) Hot and Spicy Food (8/19) Waffle (8/24) Trail Mix (8/31)	Peanut (9/13) Guacamole (9/16) Cheeseburger (9/18) Quesadilla (9/25) Pancake (9/26)	Coffee (10/1) Taco (10/4) Cinnamon Roll (10/4) Nut (10/22)	Sandwich (11/3) Nacho (11/6) Pickle (11/14) Cranberry (11/21)	Cookie (12/4) Cupcake (12/15) Chocolate-Covered Anything (12/16) Bacon (12/30)
What Right Looks Like	The Greenhouse		Embers and Kitchen Crafted Breakfast		—	
Series Six	Marinated Salads		Smoothies		Desserts	
Seasonal Soup	Lobster Bisque with Sherry			Zuppa Toscana		

44. Touchless Retail Checkout

Our self-service technologies extend customer access to cafe services and increase throughput – all while minimizing labor and operating costs. We offer three service models that can increase customer satisfaction and maximize operational efficiencies.

Customers use dynamic, intuitive screens to order their meals via walk-up kiosks, an online site or any mobile device. Orders are then prepared and placed at a designated pickup location.



Gift Shops



Branches is a fully developed, branded and flexible gift shop platform that will elevate customer satisfaction and provide a value that enhances your image.

- A distinctive design philosophy
- Highly-effective merchandising with current product selections
- Buyers sensitive to unique needs and demographic differences of the region's customer base
- Great customer service
- 35 Branches gift shop locations and growing

Branches gift shops have a wide range of merchandise available to appeal to all of our customers, including:

- Patients
- Patient families
- Patient visitors
- Hospital associates

Branches buyers are sensitive to the unique needs and demographic differences of the customer base for each region when choosing merchandise. Price points are available in a wide range for all categories.





Nurse Lounges – Care for the Caregivers 24/7

With our Nurse Lounge solution, we aim to optimize the clinical caregiver partnership. We have partnered with the American Nurses Association to promote health and wellness across clinical caregivers. Our lounges support the “Healthy Nurse, Healthy Nation” pillars for physical activity, rest, nutrition, quality of life, safety and mental health.

For UofL Health: We can help support nurse retention and drive nursing satisfaction by providing clinical caregivers with a dedicated space for healthy, nutritious snacks and wellness. Whether a hallway or a full break room, we can partner with you to create an intentional a holistic nursing solution to better support your nurses.



THE EXCHANGE

The Exchange is an unmanned retail space where guests can purchase food and beverages. Custom-fit to accommodate an existing space and packed with enticing options to keep guests both happy and healthy, The Exchange is the perfect addition to waiting room areas and doctors lounges. The Exchange features refrigerated cases that house fresh grab-and-go options such as salads, sandwiches, beverages, frozen treats and perishable snacks. Specialty coffees are also popular choices to offer in the space. The Exchange is managed and stocked regularly by the food and beverage operator.

Product Mix

- **Refrigerated** – Offerings range from bottled beverages, ready-to-eat soups and hummus packages to premium yogurt, sandwiches and salads.
- **Snacks** – From everyday chips and candy to elevated energy bars, nut mixes and ready-to-eat meals.
- **Frozen** – Whether it's a delicious frozen treat or a full meal, the expansive frozen product mix has something for everyone.
- **Beverages** – Everything from national favorites to fresh-brewed coffee or the latest sparkling trends. We have the perfect pick-me-up.

Guest Flow

Enter welcoming environment



Shop at your pace



Pay with card or badge at kiosk



Enjoy your purchases



9. Environmental Services

Expanding a Proven Environmental Services Partnership Across UofL Health

Crothall's Environmental Services program at UofL Health is not a new initiative – it is a proven, high-performing partnership already delivering measurable results at University of Louisville Hospital. The opportunity presented in this RFP is to intentionally expand and scale what is already working well today across the broader UofL Health system.

Our approach prioritizes continuity over disruption. By extending the same operating model, leadership structure, standardized protocols, technology and culture of accountability already embedded at UofL Health, we create consistency across the system while accelerating progress toward UofL Health's financial, quality and patient experience goals.





Perception and Reality of Clean

At University of Louisville Hospital, the perception and reality of clean have been deliberately hardwired into daily operations through standardized workflows, visible leadership presence and consistent patient-facing behaviors. This disciplined approach has strengthened patient confidence, supported clinical throughput and reinforced reliability in high-acuity, high-volume care environments. Expanding these same standards across UofL Health ensures that every patient, clinician and caregiver experiences a consistent level of cleanliness and professionalism – regardless of facility.

Our research indicates that patients' perception of hospital cleanliness in particular is a lever for multiple quality and experience outcomes, making it an important improvement target. Specifically, the data show that patients' perception of hospital cleanliness is highly correlated with the risk of hospital-acquired infections (HAIs) as well as HCAHPS indicators of both patient loyalty and teamwork. In other words, patients know clean when they see it, and it's important to them.

Patients are not merely impressed by shiny floors, clean bathrooms and clutter-free common areas. They expect this level of cleanliness, and they perceive it as a minimum requirement for safe, high-quality care. Your patients' perception of cleanliness also affects your hospital's overall reputation and, importantly, patient loyalty.

The third most influential question explaining patients' willingness to recommend the hospital, behind the questions asking whether doctors and nurses listened carefully, was "How often were your room and bathroom kept clean?" Among patients who reported that nurses and doctors always listened well and the room was always kept clean, 90% would highly recommend the facility.

Crothall Healthcare's precise protocols maximize productivity with exceptional efficiency. We teach the protocols we've learned throughout our singular focus on environmental services.

BRINGING CUSTOMER SERVICE TO CLEANING

At UofL Health, environmental services play a visible and meaningful role in the patient experience and the efficiency of clinical operations. Through High Profile Cleaning and Positive Impressions, Crothall has embedded patient engagement directly into every cleaning interaction – reinforcing trust, responsiveness and accountability at the point of care.

Expanding this same service model across the UofL Health system ensures that customer service, responsiveness and reliability are not dependent on location, but are standardized across all facilities.

UofL Health's staff will continue to follow 10 steps in every room every day. Each of the steps in the High Profile Cleaning process is repeatable, measurable and proven effective.

The EVS patient experience thread is sewn throughout the High Profile Cleaning process:



Eye Contact



Voice – Tone, Inflection and Clarity



Smile

Staff is recruited, hired and trained to deliver eye and voice cues to the patient, reinforced by a warm smile. And we ensure all high-touch surfaces are disinfected daily while housekeepers engage with patients.

1

Interact with patient or guest.

6

Clean the restroom.

2

Empty waste receptacles.

7

Dust mop the floor.

3

High dust above eye level.

8

Inspect the work.

4

Sanitize horizontal surfaces.

9

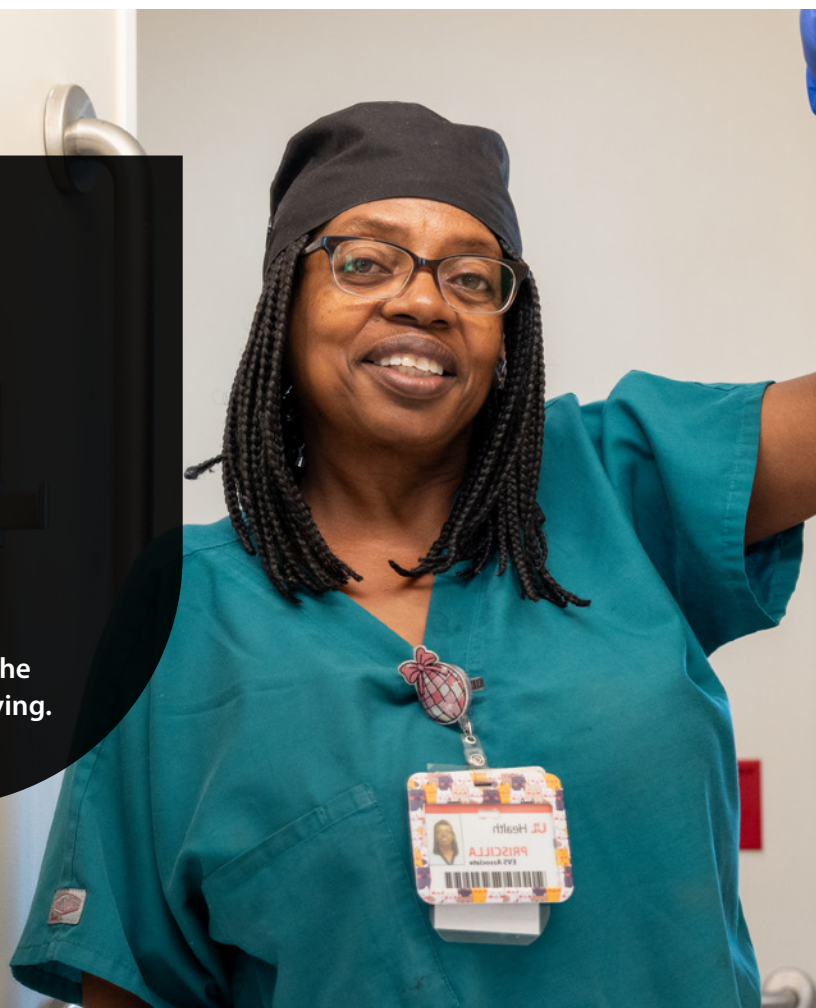
Damp mop the floor.

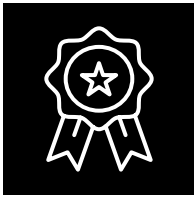
5

Spot clean all vertical surfaces.

10

Interact with the patient as leaving.





Quality and Safety

STANDARDIZED PRACTICES ADVANCED WITH INNOVATION

UofL Health's continued growth and integration require environmental services that are standardized, scalable and measurable. Crothall's existing program at University of Louisville Hospital has demonstrated how disciplined SOPs, innovation and leadership oversight drive consistent results without adding operational burden. By expanding these same practices systemwide, UofL Health benefits from a unified EVS operating model that supports budget discipline, quality performance and patient experience improvement across all care settings.

Your hospital's appearance is the first opportunity to make an impression on patients and visitors. Creating a clean and safe facility builds confidence in your services and translates into improved patient satisfaction. Our industry-leading expert managers in hospital environmental services, supported by our proprietary software systems, bring best practices and an extensive network of resources to our customers. We back up our results with real guarantees to ensure maximum value.

Operational Throughput & Financial Impact

Environmental services performance at UofL Health directly supports patient throughput and bed availability. Comparative system data demonstrates faster average room turnaround times at UofL Health facilities utilizing Crothall's standardized EVS model – reducing idle bed time and supporting more efficient patient flow. This performance contributes measurable financial impact while maintaining staffing levels, aligning with UofL Health's goal of meeting or exceeding budget expectations.

From patient satisfaction programs to improved HCAHPS scores, our hospital environmental services are focused on the top challenges that you face daily. We can even customize our "green" hospital housekeeping programs, employing the most environmentally conscious processes and equipment to support your sustainability initiatives.

A PROVEN PROCESS FOR GUARANTEED QUALITY

- Customer rounding and surveys
- HPC reviews
- Employee QA
- Biannual program reviews
- Measure, report and respond
- Quality assurance
- Patient rounding and surveys

OUTCOMES GUARANTEED

- Increased focus on patient care
- Guaranteed service outcomes
- Maximized staff productivity
- Improved revenue stream
- Consistent high levels of cleanliness
- Increased Press Ganey scores and staff engagement
- Environmentally conscious cleaning practices
- Reduced hospital-acquired infections

We believe that a good idea can come from anywhere. When singular focus in a chosen profession ignites the fire of innovation, searching for better ways becomes a passion.



Innovation

We lead the industry in innovation and are continuously improving as we strive to provide perfect patient care. Innovation thrives under our model of specialization and our solutions are customized to meet your specific needs.

Our R&D team searches and evaluates emerging innovations in products and equipment. Only those that meet our strict criteria will be integrated into our processes and procedures. One example of an advancement now being tested is Liquid Ozone chemical-free disinfectants. The Tersano Lotus Pro cleaning system produces liquefied ozone using tap water and 120-volt electrical power to create an industrial cleaner that is 50% stronger than chlorine bleach, but exceeds the Green Seal Environmental Standard (GS-37).

Three Core Areas



Infection Prevention

All solutions that have the potential to impact infection prevention and reduce HAI incidence.



Green/Sustainable

All environmentally responsible products, equipment and protocols are evaluated for optimum performance and cost effectiveness.



Aesthetic Solutions

A diverse group of products and equipment that ensure areas look as clean as they are (window washing, etc.) and are evaluated regularly. We clearly understand that the perception of clean is just as important to patients and staff as clinically clean.





Infection prevention begins with the physical environment. We use an independent infection control consultant to ensure our strict standardized protocols are consistent and that they deliver thorough cleaning of high-touch points within the patient environment. Our commitment to patient safety includes:

ATP TESTING

We measure the effectiveness of our work and provide teachable moments. Using the latest in hand-held testing equipment we can test for adenosine triphosphate (ATP) – the enzyme found in all organic matter. The hand-held luminometer provides results within seconds so corrective actions in disinfecting and training can be taken immediately if needed.



We were the first healthcare provider in the nation to earn the international CIMS certification with honors in 2009. We have passed each audit conducted by ISSA and have been recertified every time. In 2011 ISSA also awarded us CIMS-GB for sustainable cleaning protocols.

UV IRRADIATION

We were the first EVS provider to use UV technology to disinfect high-risk areas. UV technology has been proven effective against highly resistant forms of bacteria in multiple clinical tests. We now use triple emitter technology. With three UV emitters operating in a room at the same time, treatment is faster and more thorough – the closer the emitter is to surfaces, the more effective the treatment.



We are the only EVS provider that has joined this important effort to help our staff and even our clients' staff improve hand-washing effectiveness in their facilities and reduce HAI incidence.



surfacide®

The Surfacide® Helios™ Disinfection System significantly controls bacteria, spores and viruses including C. diff, Acinetobacter, CRE and MRSA that are known to colonize hard surfaces in the patient environment.

Elevra

The TaskUp logo features a blue and teal geometric icon to the left of the word "TaskUp" in a bold, sans-serif font.

TaskUp supports visibility, accountability and workflow optimization within UofL Health to ensure consistent performance monitoring and resource alignment across all facilities.

TaskUp is a revolutionary digital solution designed to transform healthcare operations, enhance productivity and elevate patient satisfaction.

This innovative task management platform is specifically tailored for the healthcare industry, seamlessly integrating with existing systems to provide a user-friendly interface for healthcare professionals at UofL Health to manage their daily tasks efficiently.

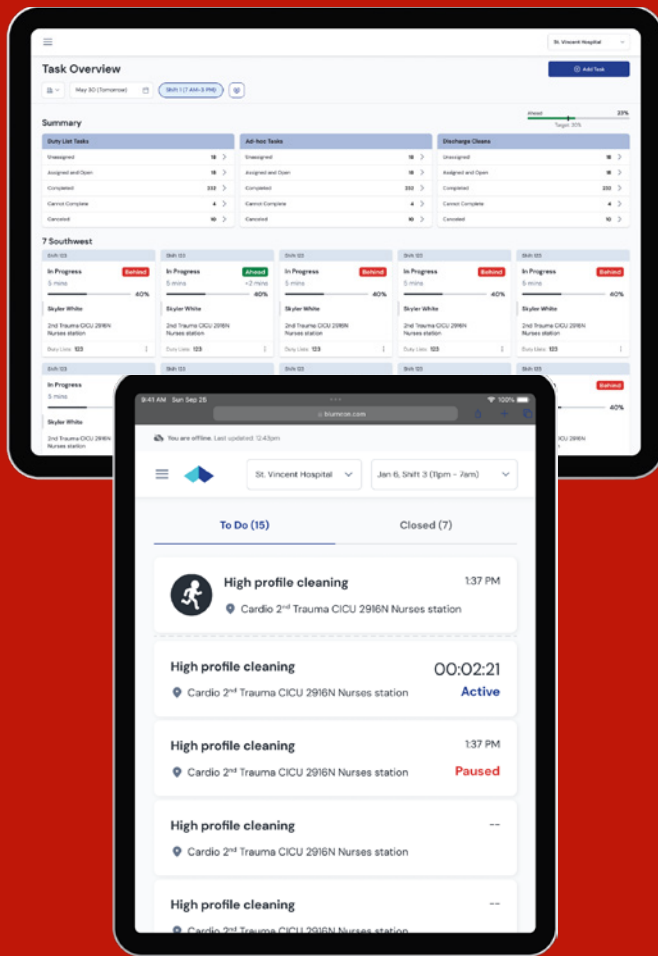
TaskUp enhances workflow efficiency by automating routine tasks, reducing administrative burdens and allowing healthcare professionals at UofL Health to concentrate on patient care. It improves communication by facilitating real-time collaboration among team members, ensuring everyone stays informed.

With TaskUp, You Can Expect:

- **Enhanced Task Management:** TaskUp significantly streamlines task assignments and real-time task requests. Managers will be able to quickly distribute and auto-assign duty lists by monitoring shift metrics, leading to more efficient task completion and better resource allocation.
- **Secure Data Management:** TaskUp ensures the highest level of data security and compliance with healthcare regulations.

- **Real-Time Monitoring:** The platform provides a dashboard for real-time monitoring of task KPIs, shift progress and metrics. This feature allows managers to track the status of each operator and distribute tasks more effectively, reducing delays and improving overall workflow.
- **Improved Communication:** TaskUp facilitates real-time communication and collaboration among team members. This ensures everyone stays informed and is on the same page, leading to better coordination and fewer misunderstandings.
- **Mobile Accessibility:** Access TaskUp on the go with our mobile app, available for both iOS and Android devices.
- **Data-Driven Insights:** TaskUp offers valuable analytics and reporting features that help healthcare facilities make informed decisions. By providing insights into task performance and operational metrics, the platform enables organizations to optimize their processes and improve efficiency.
- **Cost Savings:** By automating routine tasks and streamlining processes, TaskUp helps reduce operational costs. The platform's ability to eliminate inefficiencies and improve resource utilization results in significant cost savings for healthcare facilities.

TaskUp is more than just a task management tool; it is a comprehensive solution that empowers healthcare professionals to deliver the highest quality of care. By implementing TaskUp, our partners will experience increased efficiency, improved patient outcomes and significant cost savings.



Dispatcher App

- Manually distribute and auto-assign duty lists and real-time task requests
- Monitor and manage shift progress, metrics and real-time KPIs
- Any unassigned tasks can be viewed, marked as complete or reported for issues or concerns

Admin App

- Create daily, recurring and as-needed duty lists
- Set up task standards, including expected duration and location
- Maintain and manage site geography, users and user roles

App

- View and record the execution of tasks
- Report and self-assign ad-hoc tasks
- Log breaks and meal breaks
- Receive notifications for different task types

Aligned to UofL Health's System Goals

Expanding Crothall's environmental services partnership across UofL Health directly supports the system's strategic priorities:

- **Meeting or exceeding budget** through disciplined labor management, throughput efficiency and standardized operations
- **Achieving 5 Stars in 5 Years** by strengthening cleanliness, infection prevention and reliability across all facilities
- **Reaching the 50th percentile for patient experience** through consistent, visible, patient-centered environmental services

This proposal represents the intentional expansion of a proven model – one that is already delivering confidence, consistency and measurable outcomes at UofL Health today.

