



UofL Hospital

Written Analysis



Integrated Support Services (FNS + EVS)

Observation	Recommendation	Benefit
UofL Health's size, growth and multicampus complexity increase operational risk during vendor transitions if dedicated transition governance and stabilization resources are not in place.	Establish a dedicated transition team with on-site operational leadership, labor stabilization planning, communication support and resources to support implementation and continuity of operations.	Minimizes operational disruption during implementation, supports workforce stabilization and continuity of care, and accelerates operational alignment across the system.
Patient and caregiver journeys span multiple touchpoints, making it difficult to identify which operational friction points most significantly impact experience and care coordination.	Conduct Experience Mapping assessments, which identify friction points that affect satisfaction, throughput and clinical efficiency to prioritize targeted improvements.	Identifies operational friction points and opportunities to improve coordination, consistency and patient flow across key care touchpoints and transitions.
Patient experience oversight spans multiple touchpoints and service areas and are often identified too late for proactive service recovery.	Deploy a systemwide patient experience team to include a systemwide patient experience manager and site-specific patient experience managers, patient experience ambassadors and ED concierges to support rounding, service recovery, patient engagement and real-time issue resolution.	Strengthens accountability for patient experience performance through proactive rounding, real-time service recovery and improved responsiveness across the care environment.
Inconsistent coordination between nursing and FNS contributes to communication gaps, delayed service recovery and variability in patient experience across the system.	Establish a systemwide nurse liaison , staffed by a registered nurse, to support nursing communication, service recovery, rounding and patient dining coordination.	Strengthens interdisciplinary communication and service coordination, improves responsiveness and service recovery, and supports higher patient experience performance in key HCAHPS/NRC domains.
Patient and staff experience issues are identified primarily through retrospective survey data rather than real-time feedback.	Enhance patient rounding workflows by leveraging Noble rounding technology and/or Elvera's ambient capabilities and integrate real-time escalation and service recovery capabilities to support proactive issue resolution and improved interdisciplinary communication.	Enables proactive service recovery and immediate issue escalation, improving patient responsiveness, communication and overall satisfaction while reducing reliance on retrospective survey feedback.

Note: Throughout this proposal, supporting documents, references, organizational charts and additional materials are accessible via embedded hyperlinks. Hyperlinked content is identified by blue, underlined text. Simply click the [blue underlined text](#) to open the referenced document or resource.

Observation	Recommendation	Benefit
Performance data is available across systems but may not be consistently consolidated for easy executive review.	Implement an integrated executive dashboard platform (MVision) that consolidates FNS and EVS operations, patient experience, labor, quality and service performance data into system-level and drill-down reporting.	Improves transparency, accountability and real-time operational visibility across patient experience, labor, quality and service performance metrics.
Limited integration between vendor and non-vendor teams creates operational silos and inconsistent interdisciplinary collaboration across the care environment.	Implement interdisciplinary rounding and collaborative service recovery practices to strengthen communication, operational coordination and partnership between vendor and non-vendor teams.	Strengthens interdisciplinary collaboration, patient throughput coordination and operational teamwork while supporting employee satisfaction and reducing patient safety risk.
Rapid growth, workforce turnover and inconsistent onboarding processes create variability in associate readiness, service standards and retention across the system.	Develop a centralized associate training and onboarding center that supports standardized orientation, hands-on training, patient experience scripting and ongoing competency training for EVS and FNS associates.	Improves associate readiness, retention and operational consistency across the system while supporting more reliable patient experience outcomes, standardized service delivery and reduced onboarding variability
Workforce retention pressures and evolving culture initiatives require consistent HR leadership, associate engagement strategies and operational workforce support across the system.	Assign a dedicated system-level human resource director across FNS and EVS, to support recruitment strategy, retention planning, associate engagement, compliance oversight, labor relations and leadership coaching.	Supports workforce retention, recruitment effectiveness, associate engagement and leadership development while reducing vacancy-related operational strain and turnover costs.
Limited frontline development programs and unclear advancement pathways may contribute to workforce instability, uneven service execution, reduced associate engagement and leadership pipeline gaps across FNS and EVS operations.	Implement a structured workforce development programs such as Compass Healthcare's leadership development program, Frontline Elevate, designed to prepare frontline associates for future supervisory and management roles, and expand the existing PCA promotion program partnership between UofL Health and Crothall Healthcare to provide FNS and EVS associates with structured career pathways into clinical support and leadership roles based on demonstrated performance, attendance and leadership potential.	Strengthens associate engagement, retention and workforce development by creating visible career advancement opportunities within the healthcare environment.

Observation	Recommendation	Benefit
Formal associate recognition and performance-based engagement programs are limited across frontline FNS and EVS operations.	Introduce associate recognition programs including GEM, SPOT Awards for on-the-spot monetary recognition, Service Anniversary kits and HCAHPS-driven rewards to celebrate individual and team achievements, reinforce cultural values and provide financial incentives for exceptional performance.	Improves associate engagement, reinforces performance expectations, strengthens retention and supports a more positive frontline culture across FNS and EVS operations.
Communication with frontline associates is inconsistent across shifts, departments and facilities.	Implement consistent daily huddles, per shift and monthly CHATs to provide timely, accurate training materials. Implement SHIFT, a communication tool that allows Compass Healthcare to share information directly on-site with all associates and can be tailored to consistently recognize team members, share common goals and provide resources to associates to improve engagement.	Improves communication consistency, associate engagement and frontline alignment while increasing visibility into operational priorities, goals and performance expectations across shifts and departments.
Communication barriers between frontline associates and patients may limit responsiveness, service recovery and the overall patient experience across diverse patient populations.	Deploy Relay communication technology and ambassador support services to improve real-time multilingual communication, patient interaction, responsiveness and service recovery across FNS and EVS operations.	Improves communication with patients and families, supports faster service recovery, and enhances patient satisfaction across diverse populations.
Evidence of an underdeveloped employee participation infrastructure, limiting associate engagement, interdisciplinary collaboration and frontline feedback opportunities.	Introduce internal committees to strengthen collaboration and communication between FNS, EVS and other departments. Employee engagement, safety, throughput, inpatient satisfaction, and outpatient committees are in place today at UofL Hospital and provide deep insights for the existing EVS program.	Strengthens associate engagement, interdisciplinary collaboration and frontline ownership while supporting improved operational performance, KPI outcomes and workplace safety.

Food and Nutrition Service (FNS)

Observation	Recommendation	Benefit
Emergency Department patients awaiting admission often experience extended wait times with limited access to meals, communication and hospitality support.	Deploy dedicated ED patient ambassadors, similar to Crothall's ED concierge currently at UofL (which has increased patient satisfaction scores by 10%) to support FNS, hot meal delivery, patient communication, and access to cafe options for patients awaiting inpatient placement.	Improves patient comfort, responsiveness and overall ED experience while supporting communication and care coordination for boarded patients.
Percentage of non-select meals seems to be high across the system.	Improve staffing stability and enhance communication workflows and patient meal ordering via technology that includes Elevra for patient ordering, TaskVue to allow nursing to monitor tray delivery, and Relay, which gives leadership workforce visibility.	Improves patient meal satisfaction, increases patient choice and reduces nursing follow-up related to meal concerns and service recovery.
Patient meal presentation and bedside service execution are inconsistent across the system.	Implement Morrison Healthcare's Power of Food philosophy to transform patient dining into a hospitality-driven experience supported by WRLL (What Right Looks Like) standards, restaurant-style bedside dining, elevated tray presentation, QR-code enabled menus, seasonal and limited-time offerings and patient-centered menu design aligned with Food Is Medicine principles.	Improves meal satisfaction, bedside engagement, tray accuracy and patient perception of care while strengthening nursing coordination and overall patient experience performance.
Current bedside meal ordering and delivery workflows may not be fully optimized, negatively impacting patient satisfaction.	Partner with UofL Health to evaluate and optimize the bedside meal ordering and delivery model, including assessment of patient acuity levels, kitchen production capacity, staffing workflows, delivery logistics and room service responsiveness to improve patient satisfaction and operational performance.	Improves patient satisfaction, meal delivery responsiveness and operational alignment between patient demand, staffing and production capacity.

Observation	Recommendation	Benefit
Current patient menus may not adequately balance therapeutic requirements with patient preferences and meal acceptance. Pediatric and mother-baby patient populations, for example, have distinct dining needs that are not always addressed through standard menus.	Implement an updated, patient-focused menu program including our pediatric specialty and mother-baby menus, using consumer analytics and clinical insights to support seasonal menus, limited-time offerings (LTOs), specialty promotions and refreshed menu cycles aligned with patient preferences and therapeutic needs.	Improves meal satisfaction, dietary compliance, menu performance and patient meal acceptance while reducing food waste.
Patients currently have limited self-service meal ordering options during their hospital stay.	Implement MyMeal, Morrison Healthcare's patient-facing meal ordering application, to provide patients with self-service meal ordering access through their phone or tablet.	Improves patient engagement, meal personalization, diet compliance and satisfaction while reducing rejected trays, food waste and operational inefficiencies.
Nursing and clinical staff have limited real-time visibility into patient meal order status and delivery progress.	Implement TaskVue's tray tracking technology to provide nursing and clinical teams with real-time patient meal order status and delivery visibility through a centralized dashboard.	Improves interdisciplinary communication, response times, operational accountability and coordination between foodservice and nursing teams while supporting a more consistent patient experience.
Workforce development opportunities vary by role and location, creating inconsistency in culinary skill development and foodservice training experiences.	Implement the Rouxbe culinary training platform to provide on-demand, kitchen-based culinary and foodservice training across the system.	Enhances culinary skills, food quality and meal consistency through standardized training while supporting improved patient satisfaction, retail experience, workforce development and associate engagement across UofL Health.
High-volume retail periods create congestion and inconsistent checkout throughput across cafe operations.	Upgrade retail point-of-sale technology and implement integrated self-service solutions including mobile ordering, order-and-pay kiosks and self-checkout capabilities to improve throughput and transaction efficiency across applicable retail locations.	Improves speed of service, reduces checkout bottlenecks, increases retail convenience and supports stronger retail participation and revenue capture.
Retail ordering convenience varies by location and channel, limiting flexibility for staff and visitors.	Implement a digital ordering platform offering mobile and web-based ordering for hospital guests and staff.	Increases retail convenience and accessibility for staff and visitors while supporting retail participation, sales growth and operational efficiency.

Observation	Recommendation	Benefit
Grab-and-go execution and product availability are inconsistent, creating missed retail capture opportunities during peak periods.	Implement standardized grab-and-go production, stocking, packaging and replenishment expectations across applicable retail locations, supported by daily sales and movement reviews.	Improves retail capture, increases customer convenience and reduces lost sales associated with out-of-stock conditions.
Retail environments and merchandising standards are inconsistent across the system, limiting consumer participation and retail growth.	Upgrade and enhance retail dining locations at Jewish, Mary & Elizabeth, Peace, Shelbyville and Medical Center East while implementing Compass Healthcare retail standards, upgraded smallwares, merchandising standards and digital signage (WAND) across applicable retail locations.	Improves retail participation, strengthens the customer experience and increases retail revenue opportunities across the system.
Retail pricing, discount application and retail shrinkage controls are not standardized across the system, creating revenue leakage and inconsistent customer experience.	Standardize retail pricing and employee discount practices across the system, and implement AI camera systems at Jewish Hospital and UofL Hospital to improve checkout oversight, reduce shrinkage and strengthen retail controls.	Improves revenue capture, reduces shrinkage risk and creates a more consistent retail experience across UofL Health.
Current retail offerings lack variety, local partnerships and rotating concepts that drive repeat participation and consumer engagement.	Introduce daily chef station rotations and retail pop-up concepts; implement Foodworks, our local restaurants program, and Food Fleet, our food truck program; and expand partnerships with local and Kentucky-based food vendors across applicable UofL Health locations.	Increases retail participation, improves dining variety and strengthens UofL Health's connection to the local community.
Large production kitchens, trayline operations, cafes, grab-and-go programs, floor stock and catering create multiple waste points across the system. Current materials do not show a standardized waste tracking program.	Implement Waste Not across patient production, retail production, catering and grab-and-go to track waste in real time, identify savings opportunities and drive measurable results by location, meal period, station, reason and volume; review trends in weekly operating meetings.	Reduces food waste, lowers food cost exposure and supports measurable operational and sustainability improvement opportunities.
Patient meal coordination and tray verification remain highly manual across a large and operationally complex health system.	Implement Nutrition AI tray verification technology to improve tray accuracy, identify nutrition intervention opportunities earlier and reduce meal delivery rework across the system.	Supports earlier identification of nutrition risk, improves clinical nutrition intervention timing, optimizes registered dietitian resource allocation and strengthens alignment with value-based care initiatives.

Observation	Recommendation	Benefit
Malnutrition screening, education and documentation processes vary across facilities, creating opportunities to improve clinical consistency, early intervention and reimbursement optimization.	Implement the Morrison Malnutrition Toolkit (MMT) , a structured clinical nutrition support program, in partnership with UofL Health's clinical nutrition team to strengthen malnutrition identification, intervention and documentation practices.	Supports UofL Health's clinical nutrition and community health goals by enabling earlier identification and intervention for malnutrition, improving patient outcomes, strengthening documentation performance and supporting improved reimbursement capture and reduced nutrition-related risk across the continuum of care.
Wellness initiatives are most effective when supported through intentional programming, nutrition education and improved access to healthy food options.	Implement systemwide wellness programming encompassing food- and nutrition-related initiatives that support preventive health, nutrition education and community well-being.	Increases engagement in wellness initiatives while supporting UofL Health's prevention, community health and population health objectives.
Hospitals and Kentucky government priorities emphasize local purchasing. UofL has a broad vendor mix and multiple retail and patient production sites that can support local spend opportunities.	Use Foodbuy purchasing to identify approved local and Kentucky Proud suppliers, map current spend, establish category targets and prioritize local products that can work in patient menus, retail stations, coffee/snack programs and catering.	Supports local purchasing goals, supplier initiatives, community partnerships and intentional procurement reporting.



Environmental Services (EVS)

Observation	Recommendation	Benefit
Patient-facing EVS service recovery and visibility programs are not consistently integrated into the patient experience strategy.	Implementing the Power of Clean campaign means creating a consistent, visible and patient-centered approach to cleanliness across the organization. This includes distributing clean kits so staff has immediate access to tools needed to address spills or clutter, placing clear and engaging signage throughout units to reinforce expectations, and to check in with patients about room cleanliness and comfort via patient experience ambassadors.	Improves patient confidence in cleanliness, responsiveness and overall environmental experience.
Multiple variations of uniforms were observed across the systems, pointing to a lack of a uniform policy adherence and what seems to be a lack of employer-provided uniforms.	Expand successful uniform policy from UofL Hospital to the remainder of the system where Crothall provides uniforms to associates upon hire and annual refreshes of uniforms as well.	Standardizes uniforms for EVS across the system, allowing the community to understand and recognize who EVS is and creating a more professional appearance. Employer-provided uniforms is a satisfier to assist associates transitioning into the workforce and empowers associates to feel included within the healthcare umbrella.
Visibility of operational leadership is inconsistent across EVS operations, limiting associate engagement and operational consistency.	Deploy Crothall's standard leadership operating practices, including visible frontline rounding, associate engagement, operational coaching, proactive issue escalation and accountability for daily execution across all EVS operations.	Strengthens cultural alignment, operational consistency and associate engagement across EVS operations through dedicated leadership and workforce support.
Current EVS workflows lack real-time task visibility, workload balancing and productivity management capabilities that support efficient patient throughput and discharge turnaround performance.	Implement Elevra – a unified digital operations platform that integrates task management, inspections, rounding and reporting – to support real-time EVS task assignment, workload balancing, productivity monitoring and service request management across the system.	Improves labor deployment, response times, workload visibility and operational throughput across EVS operations.

Observation	Recommendation	Benefit
Supply variability was observed across the system and within facilities, including janitorial products, soap/sanitizers, paper products and curtains.	Standardize cleaning supplies across the system with infection prevention approval to create cost efficiencies and reduce confusion regarding product utilization across facilities.	Reduces product confusion, reduces product confusion, improves training consistency, simplifies inventory management and supports better cost control across the system.
Lack of vendor-driven compliance oversight creates variability in regulatory readiness, auditing consistency and operational accountability.	Implement Crothall standard operating procedures and internal auditing processes to include internal auditing of program and compliance with regulatory requirements such as TJC, AORN, OSHA, the EPA etc.	Strengthens regulatory readiness, operational accountability and associate competency while supporting improved infection prevention outcomes, including HAI and SSI reduction initiatives.
Increased regulatory and associate safety risk because safety protocols are not clearly defined or consistently validated across the system.	Implement Crothall's safety program including associate fit testing, vaccination tracking, required regulatory training, personal protective equipment expectations, safety huddles and documented competency assessments. Improve teammate safety, reduce injuries and increase workflow productivity by investing in ergonomic EVS carts and other equipment as needed.	Reduces regulatory and associate safety risk through standardized compliance practices, documented competency validation and improved completion of required safety protocols.
Gaps in hand hygiene compliance and low-level disinfection processes create increased infection prevention risk and inconsistent cleaning validation practices.	Implement frequent hand hygiene competency observations, increase quality assurance inspections and ATP verification.	Strengthens infection prevention practices and cleaning validation processes while supporting measurable reductions in HAIs.
There is evidence of concern surrounding healthcare-associated infections (HAIs) and limited use of adjunct technologies to support enhanced environmental disinfection practices.	Implement Surfside UV-C disinfection technology in collaboration with infection prevention leadership to strengthen environmental disinfection practices and support HAI and SSI reduction initiatives.	Strengthens infection prevention efforts, supports reductions in HAIs and SSIs, and improves patient and staff confidence in environmental safety practices.
Public space cleaning, including restrooms, is often outsourced and there is no evidence of validation of performance or improvement.	Implement Feedback Now technology to monitor public space cleanliness trends, validate service responsiveness and support real-time operational adjustments across facilities.	Provides real-time public feedback visibility, strengthens responsiveness to cleanliness concerns and reinforces organizational commitment to environmental cleanliness standards.

Observation	Recommendation	Benefit
Inconsistencies in cleanliness quality validation exist across facilities, with limited technology available to track trends, document associate performance and provide real-time operational feedback.	Implement TaskVue quality assurance technology, which also provides tray tracking technology, to support cleanliness validation, quality inspections, associate performance documentation and real-time operational feedback through Elevra.	Provides real-time cleanliness validation, performance trending and operational analytics to support continuous improvement across EVS operations.
Inefficiencies utilizing dedicated EVS staff in spaces that don't require consistent services, particularly smaller locations and floor care.	Deploy LionsBot autonomous cleaning technology to support lower-traffic public spaces and allow EVS associates to focus on higher-acuity and patient-facing environments.	Improves labor efficiency, operational flexibility and workforce deployment by allowing EVS associates to focus on higher-priority patient care environments.



Feedback Now
technology at
UofL Hospital

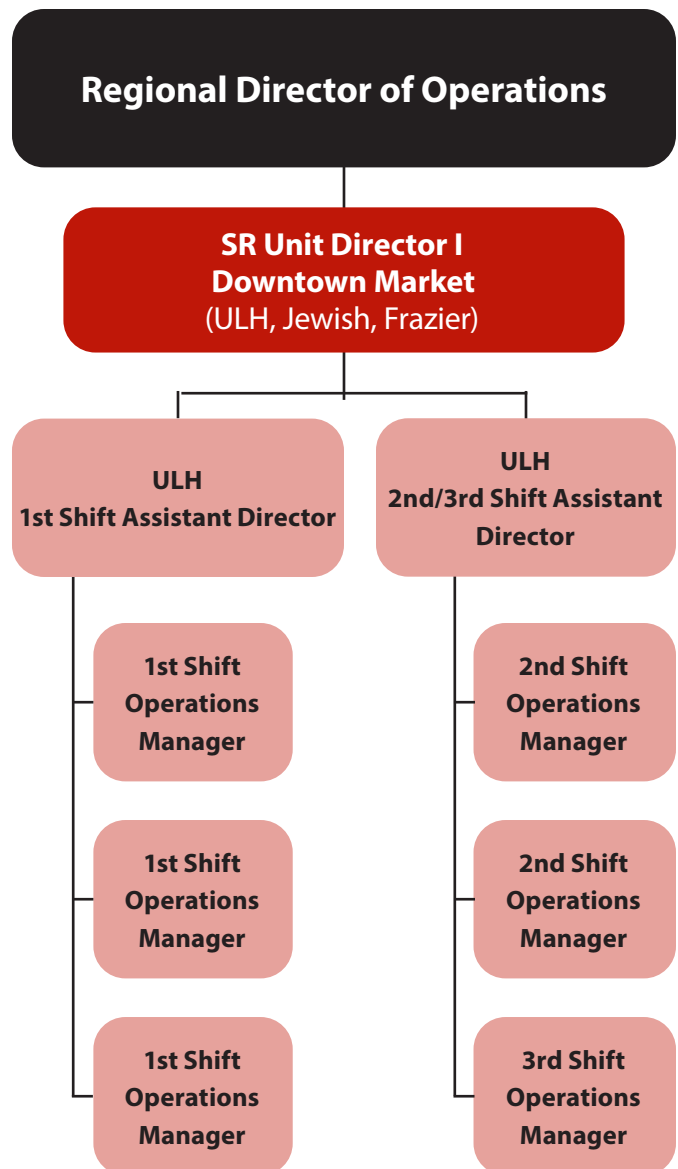
Recommendations by Location



University Medical Center

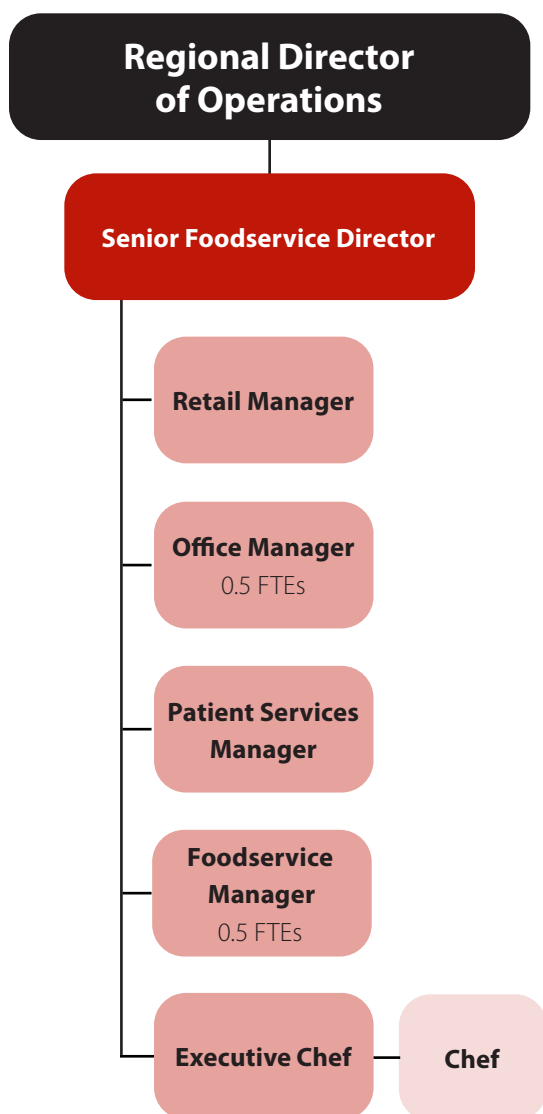
- FNS patient experience ambassadors and EVS patient experience ambassadors to support rounding, service recovery, patient engagement and real-time issue resolution.
- FNS ED concierges and EVS ED concierges to improve the overall Emergency Department experience while supporting communication and care coordination for boarded patients.
- Enhance the retail dining, including upgraded point-of-sale (POS) technology, digital signage, smallwares mobile ordering and self-checkout capabilities.
- Implement Elevra, a platform that brings together Crothall Healthcare and Morrison Healthcare into one connected system providing a single, modular, role-based experience. This includes MyMeal, our patient-facing meal ordering application, and TaskVue to provide nursing and clinical teams with real-time patient meal order status and delivery visibility as well as QA technology to support cleanliness validation, quality inspections, associate performance documentation and real-time operational feedback.
- Install AI camera systems to improve checkout oversight, reduce shrinkage and strengthen retail controls.
- Evaluate implementing Nutrition AI tray verification technology to improve tray accuracy, identify nutrition intervention opportunities earlier and reduce meal delivery rework across the system.
- Deploy LionsBot autonomous cleaning technology to support lower-traffic public spaces and allow EVS associates to focus on higher-acuity and patient-facing environments.
- Expand deployment of Relay communication technology and ambassador support services to FNS to improve real-time multilingual communication, patient interaction, responsiveness and service recovery.

ENVIRONMENTAL SERVICES





FOOD AND NUTRITION SERVICES





Jewish Hospital

- FNS patient experience ambassadors and EVS patient experience ambassadors to support rounding, service recovery, patient engagement and real-time issue resolution.
- FNS ED concierges and EVS ED concierges to improve the overall Emergency Department experience while supporting communication and care coordination for boarded patients.
- Retail refresh to enhance the retail dining, including upgraded point-of-sale (POS) technology, digital signage, smallwares mobile ordering and self-checkout capabilities.
- Implement Elevra, a platform that brings together Crothall Healthcare and Morrison Healthcare into one connected system providing a single, modular, role-based experience. This includes MyMeal, our patient-facing meal ordering application, and TaskVue to provide nursing and clinical teams with real-time patient meal order status and delivery visibility as well as QA technology to support cleanliness validation, quality inspections, associate performance documentation and real-time operational feedback.
- Install AI camera systems to improve checkout oversight, reduce shrinkage and strengthen retail controls.
- Evaluate implementing Nutrition AI tray verification technology to improve tray accuracy, identify nutrition intervention opportunities earlier and reduce meal delivery rework across the system.
- Implement Crothall's Power of Clean campaign, creating a consistent, visible, and patient-centered approach to cleanliness across the organization.
- Deploy LionsBot autonomous cleaning technology to support lower-traffic public spaces and allow EVS associates to focus on higher-acuity and patient-facing environments.

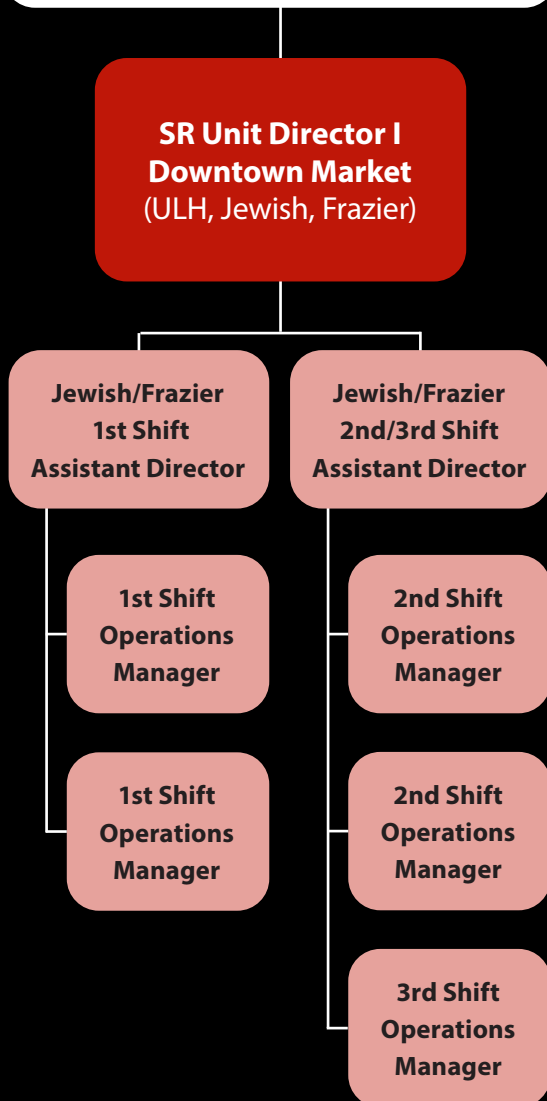


- Implement Feedback Now technology to monitor public space cleanliness trends, validate service responsiveness and support real-time operational adjustments across facilities.
- Deploy Relay communication technology and ambassador support services to improve real-time multilingual communication, patient interaction, responsiveness and service recovery.



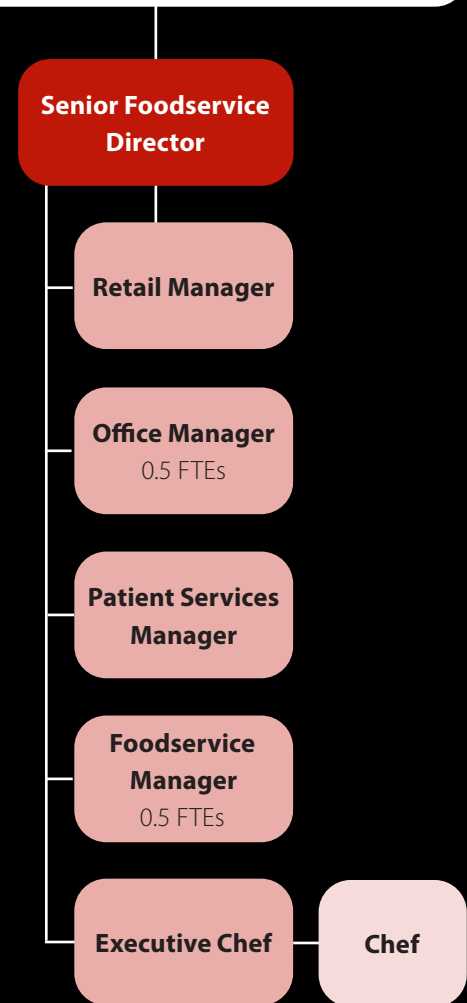
ENVIRONMENTAL SERVICES

Regional Director of Operations



FOOD AND NUTRITION SERVICES

Regional Director of Operations





Peace Hospital



- Enhance the retail dining, including upgraded point-of-sale (POS) technology, digital signage, smallwares mobile ordering and self-checkout capabilities.
- Implement Elevra, a platform that brings together Crothall Healthcare and Morrison Healthcare into one connected system providing a single, modular, role-based experience. This includes MyMeal, our patient-facing meal ordering application, and TaskVue to provide nursing and clinical teams with real-time patient meal order status and delivery visibility as well as QA technology to support cleanliness validation, quality inspections, associate performance documentation and real-time operational feedback.
- Implement Crothall's Power of Clean campaign, creating a consistent, visible, and patient-centered approach to cleanliness across the organization.
- Deploy Relay communication technology to improve real-time multilingual communication, patient interaction, responsiveness and service recovery.

ENVIRONMENTAL SERVICES

Regional Director of Operations

Unit Director II (Peace Hospital)

1st Shift Operations Manager

FOOD AND NUTRITION SERVICES

Regional Director of Operations

Foodservice Director

Executive Chef

Operations Manager



Shelbyville Hospital

- Enhance the retail dining, including upgraded point-of-sale (POS) technology, digital signage, smallwares mobile ordering and self-checkout capabilities.
- Implement Elevra, a platform that brings together Crothall Healthcare and Morrison Healthcare into one connected system providing a single, modular, role-based experience. This includes MyMeal, our patient-facing meal ordering application, and TaskVue to provide nursing and clinical teams with real-time patient meal order status and delivery visibility as well as QA technology to support cleanliness validation, quality inspections, associate performance documentation and real-time operational feedback.
- Implement Crothall's Power of Clean campaign, creating a consistent, visible and patient-centered approach to cleanliness across the organization.
- Deploy Relay communication technology and ambassador support services to improve real-time multilingual communication, patient interaction, responsiveness and service recovery.
- Implement Feedback Now technology to monitor public space cleanliness trends, validate service responsiveness and support real-time operational adjustments across facilities.
- ED concierges to improve the overall Emergency Department experience while supporting communication and care coordination for boarded patients.

ENVIRONMENTAL SERVICES

**Regional Director
of Operations**

**SR Unit Director I
Greater Louisville**
(M&E, Shelbyville,
South, East, NE, SW)

**Shelbyville –
Operations Manager**

FOOD AND NUTRITION SERVICES

**Regional Director
of Operations**

Foodservice Director



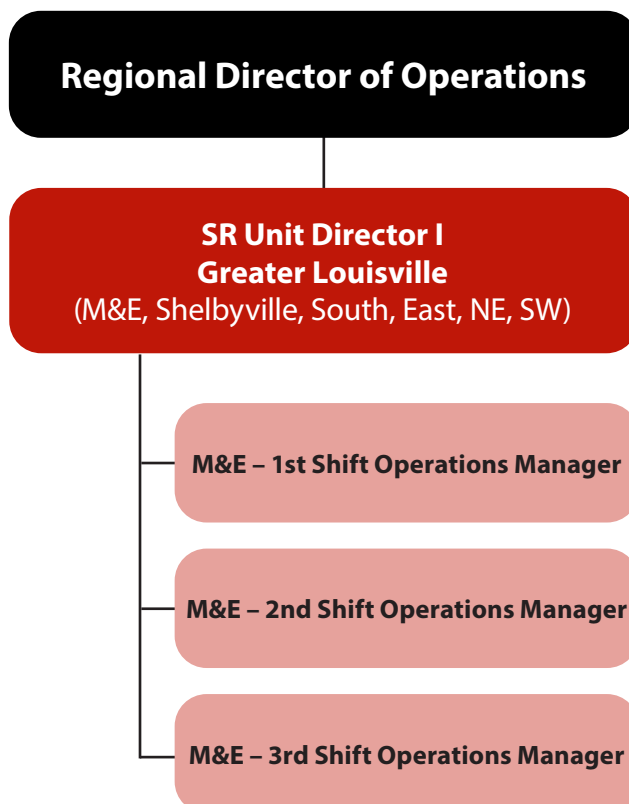


Mary & Elizabeth Hospital

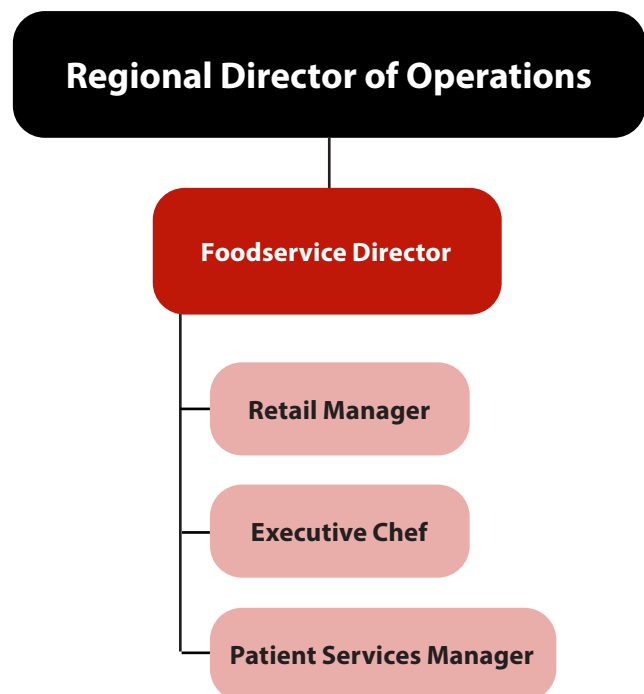
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 - Implement Elevra, a platform that brings together Crothall Healthcare and Morrison Healthcare into one connected system providing a single, modular, role-based experience. This includes MyMeal, our patient-facing meal ordering application, and TaskVue to provide nursing and clinical teams with real-time patient meal order status and delivery visibility as well as QA technology to support cleanliness validation, quality inspections, associate performance documentation and real-time operational feedback.
 - Evaluate implementing Nutrition AI tray verification technology to improve tray accuracy, identify nutrition intervention opportunities earlier and reduce meal delivery rework across the system.
 - Implement Crothall's Power of Clean campaign, creating a consistent, visible and patient-centered approach to cleanliness across the organization.
 - Implement Feedback Now technology to monitor public space cleanliness trends, validate service responsiveness and support real-time operational adjustments across facilities.
- ED concierges to improve the overall Emergency Department experience while supporting communication and care coordination for boarded patients.
 - Deploy Relay communication technology and ambassador support services to improve real-time multilingual communication, patient interaction, responsiveness and service recovery.



ENVIRONMENTAL SERVICES



FOOD AND NUTRITION SERVICES



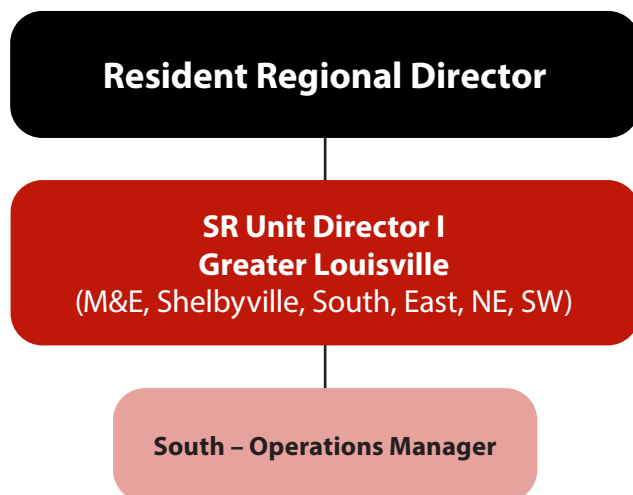


South Hospital

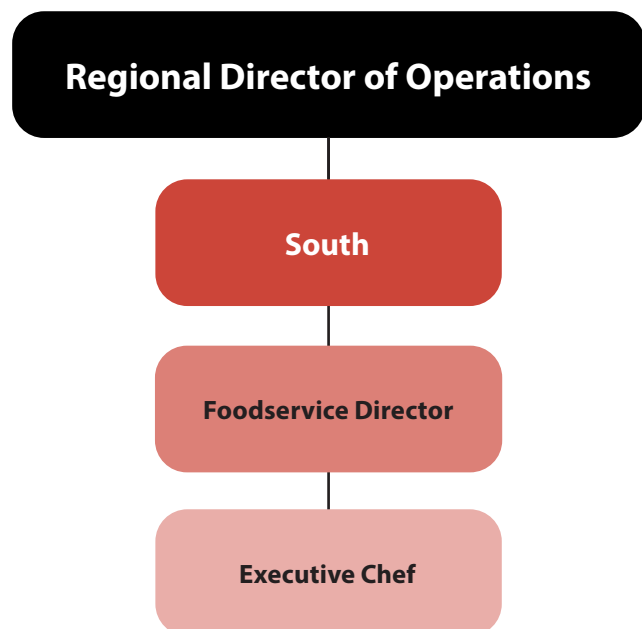
- Enhance the retail dining, including upgraded point-of-sale (POS) technology, digital signage, smallwares mobile ordering and self-checkout capabilities.
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- Evaluate implementing Nutrition AI tray verification technology to improve tray accuracy, identify nutrition intervention opportunities earlier and reduce meal delivery rework across the system.
- Implement Crothall's Power of Clean campaign, creating a consistent, visible and patient-centered approach to cleanliness across the organization.
- Implement Feedback Now technology to monitor public space cleanliness trends, validate service responsiveness and support real-time operational adjustments across facilities.
- ED concierges to improve the overall Emergency Department experience while supporting communication and care coordination for boarded patients.
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ENVIRONMENTAL SERVICES



FOOD AND NUTRITION SERVICES





Medical Center East

- Enhance the retail dining, including upgraded point-of-sale (POS) technology, digital signage, smallwares mobile ordering and self-checkout capabilities.
- Implement Elevra – a unified digital operations platform that integrates task management, inspections, rounding and reporting – to support real-time EVS task assignment, workload balancing, productivity monitoring and service request management across the system.
- Evaluate implementing Nutrition AI tray verification technology to improve tray accuracy, identify nutrition intervention opportunities earlier and reduce meal delivery rework across the system.
- Implement Crothall's Power of Clean campaign, creating a consistent, visible and patient-centered approach to cleanliness across the organization.
- Implement Feedback Now technology to monitor public space cleanliness trends, validate service responsiveness and support real-time operational adjustments across facilities.
- ED concierges to improve the overall Emergency Department experience while supporting communication and care coordination for boarded patients.
- Deploy Relay communication technology to improve real-time multilingual communication, patient interaction, responsiveness and service recovery



ENVIRONMENTAL SERVICES

Regional Director of Operations

**SR Unit Director I
Greater Louisville**
(M&E, Shelbyville,
South, East, NE, SW)

**East – Operations
Manager**

FOOD AND NUTRITION SERVICES

Regional Director of Operations

**Mary &
Elizabeth/East**

**Foodservice
Director**
(shared with Mary
& Elizabeth)

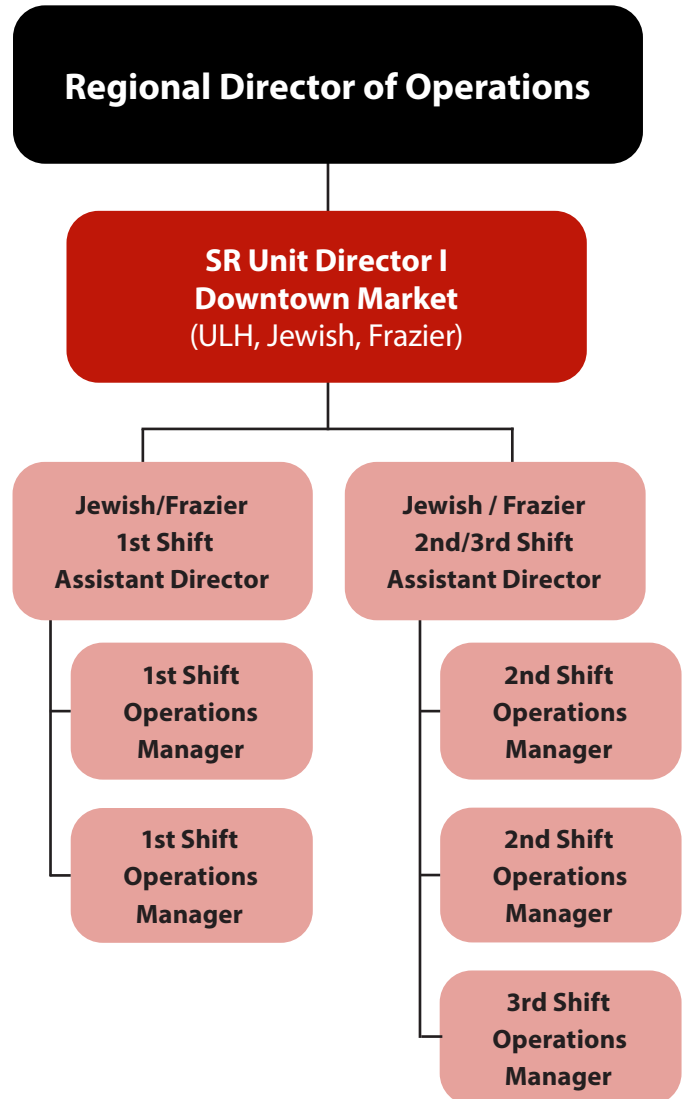


Frazier Rehab

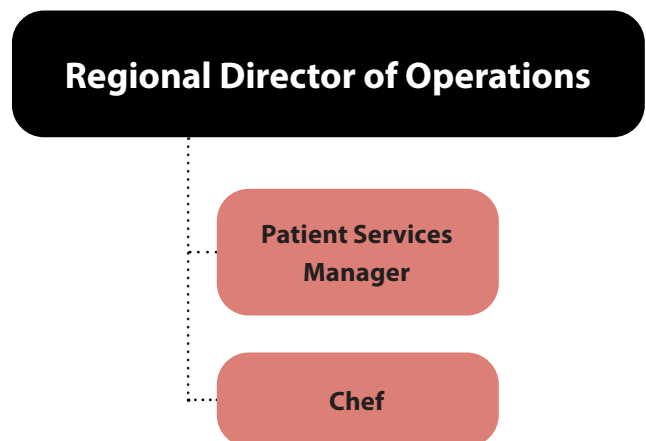
- FNS patient experience ambassadors and EVS patient experience ambassadors to support rounding, service recovery, patient engagement and real-time issue resolution.
- Upgrade retail smallwares.
- Implement Elevra – a unified digital operations platform that integrates task management, inspections, rounding and reporting – to support real-time EVS task assignment, workload balancing, productivity monitoring and service request management across the system.
- Implement Crothall's Power of Clean campaign, creating a consistent, visible and patient-centered approach to cleanliness across the organization.
- Deploy Relay communication technology and ambassador support services to improve real-time multilingual communication, patient interaction, responsiveness and service recovery.



ENVIRONMENTAL SERVICES



FOOD AND NUTRITION SERVICES





Medical Center Southwest and Medical Center Northeast

- Implement Elevra – a unified digital operations platform that integrates task management, inspections, rounding and reporting – to support real-time EVS task assignment, workload balancing, productivity monitoring and service request management across the system.
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- Implement Feedback Now technology to monitor public space cleanliness trends, validate service responsiveness and support real-time operational adjustments across facilities.
- Deploy Relay communication technology and ambassador support services to improve real-time multilingual communication, patient interaction, responsiveness and service recovery.



ENVIRONMENTAL SERVICES

Regional Director of Operations

**SR Unit Director I
Greater Louisville**
(M&E, Shelbyville,
South, East, NE, SW)

**Northeast –
Operations Manager**

**Southwest –
Operations Manager**



Capital Recommendations

Other than absorbed capital (funded directly by Compass Healthcare), we have provided \$7.55M of discretionary capital/incentives to fund enhanced technology improvements. Recommendations include:

- **Elevra FNS MyDining Suite** (\$407,653): connects patient meal ordering, tray tracking, nursing workflows, and operational reporting in one integrated food and nutrition technology platform.
- **AI camera systems** in retail
- **Nutrition AI** tray verification technology
- **FeedBackNow** technology to monitor public space cleanliness
- **Surfacide UV-C** disinfection technology
- **Autonomous cleaning** technology
- Janitorial equipment
- Additional retail refreshes
- Kitchen production equipment

Location	Absorbed Capital					Total Absorbed Capital
	Smallwares	Digital Signage	POS	Retail Refresh	Elevra (TaskUp EVS)	
Jewish Hospital	\$65,414	\$14,000	\$110,733	\$800,000	\$37,753	\$1,027,900
University Medical Center	\$76,508	\$14,000	\$114,313	\$ -	\$ -	\$204,821
Peace Hospital	\$42,784	\$6,000	\$34,171	\$ -	\$ -	\$82,955
Shelbyville Hospital	\$2,182	\$ -	\$34,171	\$ -	\$4,399	\$40,752
Mary & Elizabeth Hospital	\$26,968	\$6,000	\$34,171	\$ -	\$24,495	\$91,634
South Hospital	\$5,688	\$8,000	\$43,563	\$ -	\$7,145	\$64,396
Frazier Rehab	\$22,463	\$ -	\$ -	\$ -	\$15,827	\$38,290
Medical Center East	\$ -	\$ -	\$34,171	\$ -	\$9,963	\$44,134
Medical Center Northeast	\$ -	\$ -	\$ -	\$ -	\$5,122	\$5,122
Medical Center Southwest	\$ -	\$ -	\$ -	\$ -	\$2,669	\$2,669

