



## **Foundations for Success in Environmental Services Management**

**CHESP Contact Hours:** 12

**Duration:** 10 Weeks

### **Materials:**

- Reading material included electronically with the purchase of the course
- Computer and Internet access
- Basic computer skills

### **Course Description:**

This ten-week course explores the range of foundational management practices in environmental services. The program is packed with essential content, covering topics such as environmental sanitation, infection control and prevention, staffing requirements and methodology, productivity indicators, effective communication and reporting, customer service excellence, and process improvement.

### **Course Objectives:**

The objective of this course is to facilitate an adult learning and collaborative environment in which health care environmental services supervisors and managers can expand their knowledge and prepare for the many challenges facing the supervisory or managerial position.

### **Learning Objectives:**

At the end of this course, attendees will be able to:

- Implement and manage efficient housekeeping and staffing methods within their departments.
- Explain and oversee proper infection prevention and control techniques based on regulatory standards.

- Improve customer service standards based on HCAHPS measures and case studies.
- Develop a strategic capital plan, and effectively budget and evaluate department financials.
- Construct and implement effective quality improvement measures and continuous process improvement models.

#### **Course Requirements:**

- There are weekly assignments. Those assignments must be met to successfully complete and pass the course. **If a student does not comply with all of the minimum requirements and due dates, credits will not be allocated to that individual and a certificate of completion will not be issued.**
- Required reading must be completed in order to facilitate meaningful participation and contribute to weekly assignments and discussions.
- A minimum of two discussion questions must be answered each week. These questions must be completed in a thorough and well-prepared manner, with responses completed in a minimum of two paragraphs.

#### **WEEK 1: Introduction**

“Success is simple. Do what's right, the right way, at the right time.” - **Arnold H. Glasow**

Caring for the health care environment is one of the most important responsibilities in any health care facility. The health care facility’s physical environment is the first thing patients, guests, visitors and employees experience. In addition, the environment of care plays a critical role in the prevention and elimination of environmental contamination. Moreover, professionals who care for the environment interact daily with patients and guests and are often the facility’s most recognized public and customer-service associates.

Whether you are a new or experienced supervisor, manager, or director, this course marks the beginning of your journey into the very foundations and core concepts, applications, metrics, and science that are essential to your success as a leader in environmental services.

#### **This Week’s Learning Objectives:**

- Recognize the tremendous value and importance of caring for the healthcare environment from the perspective of patients, as well as public relations
- Explore the crucial role of environmental services in infection control and prevention

#### **Requirements: (Listed as “Activities”)**

- Navigate and become familiar with the AHE Learner Community site.
- Read the following material:
  - "A Brief Learning Guide to the Online Community"
  - “Efficient Hospital Housekeeping” (Chapter 1)
  - “Environmental Surface Cleaning: First Defense Against Infectious Agents”
  - “Everything You Ever Wanted to Know about Hospital Housekeeping”

- “Breaking the Chain: Eight Strategies for Reducing Risk of Hospital-Acquired Infection”
- Post an introduction to the Discussion Forum: Week 1. Introduce yourself and share your background – name, title, facility, years of experience, and personal goals for enrolling in this course.

**Suggested actions (Not required):**

- Post: Get Acquainted Activity: “I have done something that you have not done”. – Post in the Discussion Forum. Take some time to get to know your peers and instructor. Please introduce yourselves – post something that you have done that you think nobody in the class has done. Then review and comment on your peers’ postings.

**Due Date: End of Week 1 (Sunday)**

**WEEK 2: Environmental Sanitation and Sustainability**

*“Success is doing ordinary things extraordinarily well.” – Jim Rohn*

Environmental sanitation includes a comprehensive understanding of the cleaning and disinfecting processes and applications. Central to this understanding is knowledge of the importance of first cleaning environmental surfaces, and then ensuring that they are properly disinfected. Knowledge and understanding of the levels of disinfectant and their purposes, including why, when and how they are used are essential. Of course understanding hand hygiene, and its essential role in infection prevention is critical as well.

Success in environmental services management involves the practical knowledge and application of procedures to monitor and manage the facility’s supplies and equipment. Managerial oversight includes ordering, stocking and dispensing of supplies, and maintaining, or caring for, certain pieces of equipment.

Finally, this week’s lesson introduces the ever-evolving concepts of “greening and sustainability.” This week you will begin to consider what your role is, or should be, in the sustainability efforts of the facility.

**Learning Objectives:**

- Know stockroom policies and procedures
- Compare and contrast cleaning activities with disinfecting activities, and apply appropriate processes to remove dirt, soil or debris versus microorganisms or other contaminants
- Identify and discuss specific surface contaminants; select the most efficacious decontamination strategies
- Differentiate between the levels and applications of disinfectants and sterilants
- Explore the concepts of “greening” and sustainability as they relate to health care facilities and to environmental services specifically

**Requirements: (Listed as “Activities”)**

- Read the following material:
  - “Efficient Hospital Housekeeping” (Chapter 5)
  - Review the Group Project – “Environmental Monitoring” and determine the role of each team member
  - “Environmental Monitoring Tool”
  - “Practical Application of Disinfectants” (Chapters 2 & 7)
  - CDC: “Guideline for Hand Hygiene in Health-Care Settings” – ‘Recommendations of the Health care Infection Control Practices Advisory Committee and the HICPAC/SHEA/APIC/IDSA Hand Hygiene Task Force’ (Pages 3-6, 21-24)
  - “Cleaning and Disinfection” (page 14 & 15)
  - Deloitte – “Greening and Sustainability in Health Care and Life Sciences” (Pages 3-4, 8-13)
  - AHE - “Position on Green Cleaning and Health care Sustainability”
- Watch YouTube video: “Wash ‘Em – Hand Hygiene music video” - Jefferson Hospital
- **Review the group project** on environmental monitoring and your contact team members. Decide who will be responsible for preparing the PowerPoint slide deck. **The project is due Sunday at the end of Week 5.**
- **Answer two discussion questions.** These questions must be completed in a thorough and well thought out manner. Each requires at least a couple of paragraphs to formulate a proper response.

**By the Due Date:** Read a selection of your peer’s Discussion Forum responses to this question or any of the other questions. As you read their responses, note those to which you would like to respond with advice, questions, comments, and/or encouragement. **Addressing your peers by name, respond** to one or more postings in any of the following ways:

- Provide feedback
- Propose an alternative viewpoint
- Ask a question
- Share an insight
- Offer an opinion
- Make a suggestion
- Note a similarity or difference to your posting

**Return** to this Discussion in a few days to read the responses to your initial posting. Reflect on what you learned in this activity and/or any insights you gained this week.

**Due Date: End of Week 2 (Sunday)**

**WEEK 3 - Microbiology**

*“Success is focusing the full power of all you are on what you have a burning desire to achieve.” – Wilfred Peterson*

## **Introduction**

This week you will focus your attention on the science of microbiology and its application to environmental services, particularly in the areas of infection control, prevention, and disinfection. Your thorough understanding of the basics of microbiology is critical to:

- The implementation and integration of an effective infection control program
- Guiding you and your staff in making safe and effective decisions as you address the myriad environmental situations that occur every day

Of critical importance to environmental services leaders are health-care policies and guidance identifying whether cleaning, disinfection, or sterilization are appropriate interventions. This week’s resources will discuss the selection and proper use of disinfection and sterilization processes - approaches based on scientific research studies.

## **This Week’s Learning Objectives:**

- Discover why a basic study of microbiology is crucial for managers of environmental services and staff members
- Compare the major types of organisms studied in microbiology
- Define and classify the various disease-producing organisms found in health care environments
- Evaluate the factors influencing the disinfection process, including product selection and levels of disinfection

## **Requirements: (Listed as “Activities”)**

- Read: CDC: “Guideline for Disinfection and Sterilization in Health care Facilities, 2008” (pages 8-12, 33-53)
- Read: “Health care Environmental Services Infection Control - The Basics of Microbiology” (pages 4, 9-21)
- Complete Quiz: Please complete the two Quizzes
- View: YouTube multimedia presentation, “The Infection Prevention Video Toolkit”
- Post Answer two discussion questions. These questions must be completed in a thorough and well-prepared manner. Each requires at least a couple of paragraphs to formulate a proper response. Submit your answers in Week 3 of the Discussion Forum

**By the Due Date:** Read a selection of your peer’s Discussion Forum responses to this question or any of the other questions. As you read their responses, note those to which you would like to respond with advice, questions, comments, and/or encouragement. **Addressing your peers by name, respond** to one or more postings in any of the following ways:

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- Offer an opinion
- Make a suggestion
- Note a similarity or difference to your posting

**Return** to this Discussion in a few days to read the responses to your initial posting. Reflect on what you learned in this activity and/or any insights you gained this week.

**Continue to work on the group project** with members of your group. For more information about the group project, look at the group project area in the Week 2 Lesson.

**Due Date - End of Week 3: (Sunday)**

#### **WEEK 4: Human Resources**

“Success doesn’t come to you . . . you go to it” – Marva Collins

#### **Introduction**

Maintaining optimal staffing levels is a challenge in many industries. For health care support services managers, this challenge is heightened because of the revolving door known as staff turnover. As managers, we grapple daily not only with the required day-to-day operations, but also with recruiting, retaining, coaching, and monitoring employees, while at the same time complying with regulatory standards and guidelines.

This week we delve into establishing accurate staffing patterns for the various units of the department. We take a close look at the role of job descriptions, specifications, and performance appraisals as management tools you can use. We take an even closer look at employee management topics such as employee recognition and awards and effective disciplinary strategies.

#### **This Week’s Learning Objectives:**

- Evaluate The Joint Commission’s criteria for job description and performance appraisals and explore the role of these tools in helping managers recruit, supervise and retain staff
- Establish accurate staffing patterns for each unit within the environmental services department
- Define and relate the concept of “criteria-based” to job descriptions and appraisals; apply this concept to the development of management tools

### Requirements:

- Read the following material:
  - “Environmental Services Innovative Programs” (Chapter 2)
  - “Efficient Hospital Housekeeping” (Chapter 4)
  - “Staffing the Department” (Chapters 2, 3, 4, 5, 8)
- Watch YouTube Video Presentation – “EVS: Team Players Who Take Pride in their Work”
- Post Answer two discussion questions. These questions must be completed in a thorough and well-prepared manner. Each requires at least a couple of paragraphs to formulate a proper response. Submit your answers in Week 4 of the Discussion Forum.

**By the Due Date:** Read a selection of your peer’s Discussion Forum responses to this question or any of the other questions. As you read their responses, note those to which you would like to respond with advice, questions, comments, and/or encouragement. **Addressing your peers by name, respond** to one or more postings in any of the following ways:

- Provide feedback
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- Offer an opinion
- Make a suggestion
- Note a similarity or difference to your posting

**Return** to this Discussion in a few days to read the responses to your initial posting. Reflect on what you learned in this activity and/or any insights you gained this week.

**Continue to work on the group project** with members of your group. For more information about the group project, look at the group project area in the Week 2 Lesson.

**Due Date: End of Week 4 (Sunday)**

### WEEK 5: Management and Distribution of Work Load

*“Success seems to be largely a matter of hanging on after others have let go.”*  
- William Feather

### Introduction:

Last week we began our exploration into human resources topics, focusing on management tools and staffing. This week, we continue our exploration by taking a deep dive into the various staffing approaches used for environmental services departments. For example, putting together a total staffing plan, individual work assignments, and schedules, is often a time consuming and complex task, with many variables to take into account. With labor representing approximately 90 percent of the housekeeping budget, “getting it right” is imperative. But how do you know which staffing model is ideal? How can you ensure that the

work is equitably distributed? And what about relief coverage – what is the best scheduling methodology?

In this week's studies, you are sure to discover that having a solid understanding of staffing models, approaches and techniques to help inform and guide your staffing decisions is critical to your success as an environmental services leader.

### **This Week's Learning Objectives:**

- Compare and contrast the bottom-up versus top-down techniques for calculating ideal staffing levels
- Evaluate best-in-class methodologies for labor distribution, and plan how to relate specific staffing techniques to specific situations
- Explore how key departmental resources and tools such as floor plans, completed physical survey forms, time standards, frequency standards, and schedules can be helpful in developing task and area assignments

### **Requirements: (Listed as "Activities")**

- Read the following material:
  - "Staffing the Department" (Chapters 9, 11)
  - "Efficient Hospital Housekeeping" (Chapters 3, 15)
  - "Contracting Myth and Realities"
- Watch Video: YouTube multimedia presentation – "How to Hire a New Employee : Conducting the Job Interview"
- Turn In: The Group Project - "Environmental Monitoring"
- Post: Answer two discussion questions. These questions must be completed in a thorough and well-prepared manner. Each requires at least a couple of paragraphs to formulate a proper response. Submit your answers in Week 5 of the Discussion Forum.

**By the Due Date:** Read a selection of your peer's Discussion Forum responses to this question or any of the other questions. As you read their responses, note those to which you would like to respond with advice, questions, comments, and/or encouragement. **Addressing your peers by name, respond** to one or more postings in any of the following ways:

- Provide feedback
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- Ask a question
- Share an insight
- Offer an opinion
- Make a suggestion
- Note a similarity or difference to your posting

**Return** to this Discussion in a few days to read the responses to your initial posting. Reflect on what you learned in this activity and/or any insights you gained this week.

**The Group project is DUE this week.**

**Due Date: End of Week 5 (Sunday)**

## **WEEK 6: Budgeting and Reporting**

"While most are dreaming of success, winners wake-up and work hard to achieve it." ~ **unknown**

Not all of us enter into a career in Environmental Services (EVS) thinking about budgeting and reporting. However, if you have aspirations to become a leader in EVS, one could argue that from day one these are the things you should be focused on. Without an approved budget and money to fund that budget, your success in Environmental Services Management is going to be limited at best. As we progress into this week's lesson on Budgeting and Reporting, we are going to provide an overview of what every EVS Manager needs to know about these essential topics.

The relationship between budgeting and reporting is a close one. Without suitable reporting measures you will have a hard time justifying your budget request to top management, especially if you are asking for an increase in your budget. Without proper budgeting techniques you will have a difficult time supporting the desired cleaning frequencies and other services that your facility requires.

In this lesson we will look at how to develop a budget, key reporting and financial metrics, and how to make sure you are prepared to present and defend your budget request to those with the power to approve it. Budgeting and reporting are detailed subjects that can consume years of study by professionals in any industry. The objective of this lesson is to provide EVS managers and potential managers with essential introductory information on these topics to set up a Foundation for Success in Environmental Services Management.

### **This Week's Learning Objectives:**

- Explore key budgeting and reporting terms and concepts
- Identify the factors that influence an EVS budget
- Distinguish between types of costs and expenses (i.e. fixed/variable; capital/expendable)
- Evaluate strategies for presenting a budget for success
- Confidently calculate the essential EVS financial monitors and scorecard monitors

### **Requirements: (Listed as "Activities")**

- Read the following material:
  - "Efficient Hospital Housekeeping – Communications and Reports" (Chapters 9)
  - CHESP Review Guide – "Financial Stewardship" (Section 6)
  - "Anatomy of a Housekeeping Budget"
  - "Money well spent: A six-step approach to effective capital budgeting"

- **Post: Answer two discussion questions.** These questions must be completed in a thorough and well-prepared manner. Each requires at least a couple of paragraphs to formulate a proper response. Submit your answers in Week 5 of the Discussion Forum.

**By the Due Date:** Read a selection of your peer’s Discussion Forum responses to this question or any of the other questions. As you read their responses, note those to which you would like to respond with advice, questions, comments, and/or encouragement. **Addressing your peers by name, respond** to one or more postings in any of the following ways:

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- Make a suggestion
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**Return** to this Discussion in a few days to read the responses to your initial posting. Reflect on what you learned in this activity and/or any insights you gained this week.

**Due Date: End of Week 6 (Sunday)**

### **WEEK 7: Customer Service and Patient Satisfaction**

**Requirements: (Listed as “Activities”)**

- **Read** the following material:
  - “H-CAHPS”
  - Duke Regional Hospital – “Customer Service Excellence”
  - Miriam Hospital – “Patient Satisfaction”
- **Post:** Answer two discussion questions. These questions must be completed in a thorough and well-prepared manner. Each requires at least a couple of paragraphs to formulate a proper response.

**Due Date: End of Week 7 (Sunday)**

### **WEEK 8: Quality Assurance**

**Requirements: (Listed as “Activities”)**

- **Read** the following material:
  - “Staffing the Department” (Chapter 1)
  - “Efficient Hospital Housekeeping” (Chapter 10)
  - “Continuous Process Improvement” (Chapter 7)
  - AHE: “Environmental Services Role in Achieving the Institute of Medicine’s Six Aims for Improvement”

- **Post: Answer two discussion questions.** These questions must be completed in a thorough and well-prepared manner. Each requires at least a couple of paragraphs to formulate a proper response. Submit your answers in Week 8 of the Discussion Forum.

**By the Due Date:** Read a selection of your peer’s Discussion Forum responses to this question or any of the other questions. As you read their responses, note those to which you would like to respond with advice, questions, comments, and/or encouragement. **Addressing your peers by name, respond** to one or more postings in any of the following ways:

- Provide feedback
- Propose an alternative viewpoint
- Ask a question
- Share an insight
- Offer an opinion
- Make a suggestion
- Note a similarity or difference to your posting

**Return** to this Discussion in a few days to read the responses to your initial posting. Reflect on what you learned in this activity and/or any insights you gained this week.

**Due Date: End of Week 8 (Sunday)**

### **WEEK 9: Project**

**Requirements: (Listed as “Activities”)**

- Read the following material:
  - “Continuous Process Improvement” (Chapters 3, 4, 5, 6)
- Complete the Final Project

**Final Project:**

- Schedule a conversation with your manager/director to discuss the items you have learned from this course, and how you can implement them in your workplace as a process improvement plan.
- Download the “Process Improvement” Word document, and follow the steps to create a Continuous Process Improvement Plan for your facility.
- Submit your project to the course facilitator.

**Please note that to receive your letter of completion (and CPEs) you must submit all the required assignments in this course.**

**Due Date: End of Week 9 (Sunday)**

## **WEEK 10: Conclusion**

### **Requirements:**

- Submit the course evaluation. (Complete an online survey)

Course will be open an extra week for your review of the material, comments, and final contact with peers. Be sure to print or download any materials you believe will help you in the future.

**Last Day: End of Week 10 (Sunday)**