

insights

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PRESIDENT'S CORNER



John Babiarz
Group President

ARAMARK Healthcare understands the unique position that hospitals have in the communities that they

serve. From their historic roles as safety nets for the most vulnerable people to their current status as leading edge centers for employment and medical innovation—hospitals are pillars of their respective communities.

We also understand that we have a responsibility to align our actions with the values of our partners. In fact, much of ARAMARK Healthcare's success is grounded in how we operate as a corporate citizen. The company believes that promoting employee advocacy, environmental stewardship, community involvement, and health and wellness are just good business.

As an organization, ARAMARK has been recognized as one of America's Most Admired Companies for the fourth time in the past six years by *FORTUNE* Magazine and has been named one of the "Top 100 Companies to Launch a Career" by *BusinessWeek*.

We hope that this issue of *Insights* provides you with a sense of ARAMARK's corporate-wide commitment to social responsibility and, specifically, what we are doing in ARAMARK Healthcare to transition these beliefs into the healthcare and senior living organizations that we serve.

Enriching Lives Every Day

At ARAMARK Healthcare, we create positive experiences and environments that enable people and organizations to thrive. Every day, our 250,000 employees worldwide enrich lives through business and community activities. Each day we consider and address issues that matter most to our clients, customers, employees, and communities.

We focus our energy on initiatives that support our diverse workforce; enhance and protect our environment; strengthen our communities; and advance consumer health and wellness. We work with clients and suppliers to develop innovative product and service options that operationalize their corporate social responsibility objectives.

Our Board of Directors has adopted governance principles and committee charters to ensure that ARAMARK conducts business with the utmost integrity and according to the highest ethical standards. We have chartered a Corporate Social Responsibilities Practices Committee, whose purpose is to lead and focus ARAMARK Healthcare's commitment to advancing our enterprise commitment towards social responsibility.

Employee Advocacy

Worldwide, our 250,000 employees are our most important asset. We are united by a culture that celebrates and rewards an entrepreneurial spirit focused on finding better ways to meet the needs of the people we serve. We treat our



employees with respect and dignity, making ARAMARK a company where the best people want to work.

The company respects that a mosaic of backgrounds, styles, perspectives, values, and beliefs comprise our workplaces. We strive to recruit, retain, and foster a

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diverse workforce to meet the complex needs of our clients and customers.

Training and development is a major focus. As a diversified professional services company, we must hire, cultivate, and train employees who have a wide range of professional expertise, skill sets, and passions. Through professional development programs, we teach new technical skills and offer leadership opportunities for employees to chart career paths into supervisory and management positions.

Competitive compensation is always top of mind. In each of our year-round and seasonal businesses, we offer a range of competitive wage and benefits packages for all employees. Moreover, recognition for outstanding performance reinforces our corporate values and contributes to employee satisfaction and superior client service. We provide a range of rewards to honor employees and celebrate individual and team achievements.

Employee health and safety is also an imperative. To protect our employees, we implement enterprise-wide risk control programs and workshops and partner with our clients to develop safety plans and provide appropriate training.

Environmental Stewardship

We have a deep respect for and commitment to protecting and improving the environment. ARAMARK is focused on minimizing its environmental footprint by promoting and practicing sustainability, waste reduction, reuse, and recycling in our operations and those of our clients. Throughout the company, we develop and implement long-term environmental stewardship programs and policies and offer expert, practical solutions to help our clients to reduce their environmental impact.

For example, we partner with suppliers to offer clients fresh whole foods that are raised, grown, harvested, and produced locally and in a sustainable manner whenever possible. We also partner with suppliers, customers, and environmental experts to understand the impact of available products and services on the environment and communities and to identify better alternatives.

Additionally, building operations are large consumers of natural resources and a major contributor to greenhouse gas emissions. In our own operations, and in partnership with our clients, we help create and operate buildings that are increasingly environmentally friendly, energy efficient and healthy for those who use them.

Energy and water conservation efforts are in place. Our operations depend on safe and reliable energy and water inputs. We advocate for and partner with our clients to bring a range of energy and water conservation programs to the places we operate.

ARAMARK relies on a service fleet, as well as other transportation sources, to

deliver products and services to many customer locations. In doing so, we recognize that reducing fuel consumption and emissions has a substantial impact on the environment. As a result, we partner with our suppliers, vehicle manufacturers, clients, and governmental organizations to improve operational efficiency and explore new technologies.

Health and Wellness

ARAMARK Healthcare has a responsibility and the expertise to help educate, enable, and encourage people of all ages to adopt healthier eating practices and more active lifestyles to help in the fight against obesity and other diseases.

Consumer health and satisfaction are always top priorities for ARAMARK Healthcare. We are committed to using our knowledge, culinary expertise, and consumer access to help build a healthier society.

i At a Glance

ARAMARK Healthcare’s rich expertise in food services allows a unique opportunity to influence and educate our employees, clients, and consumers about optimal health and nutrition. We undertake consumer research and promote awareness through a range of merchandising, promotions, and innovative solutions that communicate nutritional information, teach about economic options, and promote a variety of healthy choices.



Supporting Stroke Awareness in Houston

More than 100 ARAMARK Healthcare employees from The Methodist Hospital rallied support for the 2008 Strides4Stroke Walk/Run, which benefits Methodist's five-year Taking Strides4Stroke: Community Stroke Awareness Campaign. The ARAMARK Healthcare employees partnered with Methodist staff in all aspects of the event including planning, recruiting, setup and coordination, and food management support.

"I am confident to say that the Strides for Stroke walk would not have been nearly as successful without the help of the ARAMARK Healthcare team, who played significant roles starting from the initial planning. We are so thankful for the contribution they made for raising money for Stroke education," said Roberta Schwartz, Senior Vice President of Operations for Methodist. 



Meka Jones and Charmaine Guadalupe, food services associates with The Methodist Hospital, served up their support for The Methodist Hospital's 2008 Strides4Stroke Walk/Run in the form of delicious cooked-to-order hamburgers and hot dogs for hungry event participants.

For instance, we prepare and serve great-tasting, healthy menu options that address our consumers' nutrition, dietary, allergy and religious priorities. Chefs and dietitians are empowered to innovate and develop healthier menu alternatives and more efficient culinary practices.

Food safety is a priority. A rigorous set of internal policies guides our food services in locations around the world, and we work to ensure the safe storage, handling, serving, and disposal of all food products.

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We believe that when public and private organizations join forces, advances toward important public health and wellness concerns happen. We partner with clients and leading nonprofit and governmental organizations to study and promote food, nutrition, and health

trends. Together, we raise awareness of the importance of healthy lifestyles and support the professionals who play a vital role in shaping the behaviors of children and adults.

Community Involvement

Through a combination of company-wide signature initiatives and locally driven programs, we strengthen the capacity of community organizations and leverage our diverse expertise, resources, and time to help improve the lives of those in need.

We impact social issues relevant to our business strengths and culture, including:

- **Basic Human Services** to provide access to food, clothing, and healthy environments
- **Workforce Readiness** in building critical employment and career skills
- **Health and Wellness** through education and awareness

Philanthropy also is an important part of our community involvement approach. We understand that financial and in-kind donations are essential for communities and nonprofit organizations to meet their missions. In grant-making through

corporate charitable funds and local business support, we contribute to local and national organizations that are making a meaningful impact.

Additionally, ARAMARK empowers its employees to volunteer. The skills, expertise, and passion of our employees bring tremendous value to community organizations serving people in need.

Moreover, our core business expertise and infrastructure makes us uniquely suited to respond in times of local and national crisis. We coordinate with disaster relief organizations, government agencies, our clients, and local communities to mobilize expertise and resources and provide support during a disaster.

Link to ARAMARK Healthcare

Each day, ARAMARK Healthcare translates the philosophy of supporting our diverse workforce; enhancing and protecting our environment; strengthening our communities; and advancing consumer health and wellness into the hospitals and senior communities that we serve.

These ideas align with and strengthen our Best Care, Best Environments® promise and illustrate our commitment to being a good corporate citizen. 

Impact in ActionSM: Driving Employee Advocacy

ARAMARK Healthcare has internalized ARAMARK's corporate commitment to employee advocacy with its Impact in Action strategy. Based on four pillars—People, Service, Operational Quality, and Growth and Financial—Impact in Action is the way ARAMARK Healthcare does business.

As a support service provider, everything ARAMARK Healthcare stands for is defined by its people. The People Pillar, in particular, focuses on creating purposeful work that instills pride in employees as healthcare professionals. This philosophy elevates the role of support services beyond the tasks associated with food, facility, and clinical technology services and empowers support service employees to view their roles as contributing to the patient experience. Impact in Action instills in employees that support services support the best patient care, by building the best environments for care to take place.

While culture cannot be changed overnight, ARAMARK Healthcare has begun to see the change take root. A review of the initial Impact in Action pilot accounts shows that 58 percent of the accounts were able to reduce employee turnover by at least 10 percent.

Building Trust and Mutual Respect

People who choose to work in healthcare—whether as administrators, physicians, nurses, or support service associates—enter the industry with the same motive: a passion to help others. The Impact in Action framework helps ARAMARK Healthcare employees succeed in their jobs by enabling them to provide a valued and meaningful contribution to the hospitals where they work.

Impact in Action is built on the Studer Group's "prescriptive" behaviors including:

Rounding—This relationship-building tool requires ARAMARK Healthcare managers to have consistent, structured discussions with employees to uncover ideas that can help to make the employee's work environment better.

Managers use publicly-posted reports to demonstrate how the feedback has been acted upon. These status reports are important, because when employees see their input influence operations, they feel more engaged in the business.

Thank-you Notes—Through rounding conversations managers also learn about employees and hospital colleagues that deserve recognition for their performance.

"A number of us were rounding with our supervisor and brought up our uniforms," said Shirley Aaron, ARAMARK Healthcare patient service associate at CHRISTUS St. Michael Health System in Texarkana, Texas. "We explained that we felt like the uniforms we had were making us look like maids and that we would like something more professional. After raising this issue during our regular rounds, we received new uniforms that we like much better... and the patients seem to like them better too."

When something special is discovered, ARAMARK Healthcare managers write thank-you notes to recognize the achievements. Thank-you notes are also used by ARAMARK Healthcare employees to recognize members of the clinical care teams and recognize outstanding managers. A seemingly simple concept, a handwritten thank-you note sent to the home has a tremendous impact on employee morale and nursing and physician relations.

Peer Interviewing—In many accounts, ARAMARK Healthcare involves its highest





performing employees in the hiring process. In these instances, employees with a first-hand understanding of the job and organization culture assist managers in the evaluation of prospective team members. On occasion, an employee has helped to surface fit issues that the manager may not have initially detected. The peer interview process builds a sense of pride in current employees when the candidates that they recommend join their teams. In addition, the process creates an early supportive bond between the existing employees and the new hires.

High-Middle-Low Performance

Reviews—Impact in Action has established coaching and training for managers to assess and develop employees. For example, high performers are identified, and managers are trained to explore opportunities to expand their roles. Middle and low performers receive coaching to help them reach the next level.

Key Words at Key Times—Through its food, facility, and clinical technology services, ARAMARK Healthcare has a number of touchpoints with patients. We recognize that anxiety is typically high among patients and employees may feel awkward dealing with people who are

under stress. Impact in Action trains employees to be sensitive to these feelings and perform their jobs with empathy by using key words at key times. This is simply an extension of bedside manner that is designed to support the efforts of physicians and nurses. A better understanding of the patient experience enables staff to feel more at ease and effective when interacting with patients.

Influencing Grassroots Culture Change

Impact in Action involves culture shift at the grassroots level. It fosters strong working relationships between hospital stakeholders, such as nursing, and support service groups, such as food and clinical technology services, housekeeping, and patient transport. ARAMARK Healthcare has witnessed that approach start at the ground level and permeate entire organizations.

For example, CHRISTUS St. Michael Health System has asked how they could share in ARAMARK Healthcare’s strategy to help improve employee satisfaction, by implementing Impact in Action ideas with hospital associates outside of support services.

One of the keys to the strategy is to link organization development to Impact in Action implementation. ARAMARK Healthcare mobilizes its organization development practice, which incorporates adult learning, management science, training, change management, and systems thinking, to launch the strategy and sustain transformation success within the respective hospitals we partner with.

The Organization Development Team addresses how change will impact the environment and critical stakeholders and teaches leadership and employees to overcome any resistance to change by alleviating learning anxiety. Front line leadership is also coached on how to define the strategy, inspire the vision, and enable others to act.

It’s Just Good Business

Industry research shows that employee satisfaction and patient satisfaction are linked—more satisfied employees lead to more satisfied patients. Because of these critical linkages, employee satisfaction is one of Impact in Action’s most important performance outcomes.

Overall, ARAMARK Healthcare is realizing an upturn in employee satisfaction and decreased turnover across the organization, with significant strides in many accounts.

For example, at CHRISTUS St. Michael Health System in 2006, the year Impact in Action was implemented, employees scored in the 85th percentile on a company survey conducted by The Jackson Organization.

Additionally, employee safety results improved, and medical claims were reduced by 50 percent, with a 47 percent reduction in the severity of claims. Also under Impact in Action, turnover for all five ARAMARK Healthcare-managed departments at CHRISTUS St. Michael Health System saw an overall reduction in severity of claims of 28 percent. **i**

Leading the Way with Environmental Stewardship

ARAMARK Healthcare is proud to partner with many healthcare institutions that are leading the way in environmental initiatives, as well as quality of care.

Several ARAMARK Healthcare partners have answered the call by joining Practice Greenhealth, an independent not-for-profit organization jointly funded by the American Hospital Association, the Environmental Protection Agency, Health Care Without Harm, and the American Nurses Association.

This year, 22 of ARAMARK Healthcare's hospital partners were recognized with Environmental Excellence Awards from Practice Greenhealth for outstanding achievements in reducing waste, eliminating mercury, and improvement environmental performance. Six ARAMARK Healthcare clients were named to Practice Greenhealth's 2008 Environmental Leadership Circle, an elite group of 27 North American facilities that comprise healthcare's most outstanding environmental leaders. **i**

Recycling Made Easier in Pennsylvania

A 2007 recipient of Practice Greenhealth's Partner for Change award, ARAMARK Healthcare partner hospital Holy Redeemer Hospital and Medical Center has pledged

to reduce waste by 50 percent by the year 2010, through recycling and alternative disposal systems.

The organization began its recycling program with the coordination by ARAMARK Healthcare in 2005 and has since expanded the program to include mixed paper, plastic, aluminum, confidential document destruction, and regulated medical waste.

The hospital recycles as much as 20–25 tons a month, saving not only sparse landfill space, but also approximately \$150,000 a year in waste management costs. Recycling receptacles are conveniently located throughout the hospital from corporate offices to nursing stations to retail food areas.

Cardboard, mixed office paper, glass, aluminum, and plastic are all collected and regularly taken to a local recycling center. Documents containing confidential information that cannot be recycled through traditional methods due to privacy concerns are shredded and recycled into cardboard and other paper products using a process called pulping. Pulping involves submerging the material in hot water to break down the paper products and remove inks. Through these processes, the hospital realized \$40,000 in savings over last year's special shredding costs.

"We are thrilled to assist Holy Redeemer with their passion to be environmentally friendly. We hope to be able to set an example for other healthcare facilities, that want to become environmentally conscious," said John Ward, ARAMARK Healthcare's Environmental Services Director at Holy Redeemer Hospital and Medical Center.

Partnering to Reduce Carbon Emissions in Maine

In 2005, MaineGeneral Health made a public commitment to the environment by signing Governor John Elias Baldacci's Carbon Challenge, a voluntary goal-setting program run by the state's Department of

Environmental Protection to help businesses and non-profit organizations achieve their goals for reducing greenhouse gas emissions.

Under the Governor's Carbon Challenge, MaineGeneral has pledged to reduce carbon emissions from its health system by 18 percent by 2010 with new energy efficient measures, adhering to Green Building practices, and by educating its 3,500 employees on the health risks of climate change.

ARAMARK Healthcare has partnered with MaineGeneral to make major changes at the three MaineGeneral Health campuses to improve energy efficiency and reduce carbon emissions. These efforts have included:

- Installing boiler systems with enhanced energy efficiency
- Replacing 480 windows at the Augusta MaineGeneral Medical Center
- Installing boiler systems and system setbacks at three campuses, reducing the need for high-pressure steam
- Transitioning from No. 6 heating oil to No. 2 heating oil, which is a cleaner-burning and more efficient grade of heating oil that also has a lower cost/BTU
- Replacing transportation fleet vehicles with hybrid models, as applicable

This spring, MaineGeneral was recognized by the Maine Department of Environmental Protection for reducing its carbon emissions by 16 percent, which translates into 3,463 fewer metric tonnes of carbon dioxide equivalents.

"We are proud to help our healthcare partners reach these environmental honors," said John Babiarz, Group President of ARAMARK Healthcare. "Leveraging our management experience to introduce environmentally conscious programs in support of our hospital partners and their communities makes good business sense and good sense for the earth." **i**



At a Glance

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Cultivating Nutrition and Wellness Leaders

ARAMARK Healthcare strives to be a leader in the field of dietetics by providing both cutting-edge patient and clinical services.

By nature of our work with more than 1,000 hospital and senior living facilities, ARAMARK Healthcare is often called upon to support health and wellness initiatives. Our more than 700 registered dietitians are often the cornerstone of activities focused on patient education regarding healthy food choices.

Furthering this commitment, in 2007 ARAMARK became the only company in its category to form a corporate partnership with the ADA, the nation's largest organization of food and nutrition professionals in the country. Through the partnership, ARAMARK dietitians gain access to research opportunities and educational programs, as well as networking opportunities.

ARAMARK Healthcare dietitians are very active in ADA events and programs. During last year's Food & Nutrition Conference & Expo (FNCE) in Philadelphia, ARAMARK dietitians presented multiple educational and poster sessions, conducted a culinary demonstration highlighting cuisine offered at the Olympics, and hosted a special tour of ARAMARK Healthcare's food service operations at the Children's Hospital of Philadelphia. In addition, ARAMARK dietitians actively participate in ADA Dietetic Practice Groups throughout the year as well as several other high-level ADA events. 



Above: ARAMARK Healthcare Dietitians Susan Kinzler, Director of Patient and Family Services at Children's Hospital of Philadelphia; Megan Hunter, Director of Operations for Patient & Clinical Services with the Mid-Atlantic Region; and Linda Paren, a Front-line Manager with the Johns Hopkins-Bayview Hospital were among the ARAMARK dietitians recognized as leaders in their field in 2007 during an annual dietitian recognition event hosted by ARAMARK during the American Dietetic Association's annual Food and Nutrition Conference and Exposition.

Working Together to Build Stronger Communities

As providers of health and wellness, ARAMARK Healthcare's clients are at the core of their communities. As a hospital partner, ARAMARK Healthcare is committed to developing and supporting community-based initiatives that engage our employees in hospital, company-sponsored, and personal volunteer initiatives.

"ARAMARK Healthcare has incorporated corporate social responsibility into its culture. We will continue to increase the business' involvement, as well as our employees' participation in health and wellness education, workforce readiness, and philanthropy to enhance the communities we serve," said ARAMARK Healthcare Group President John Babiarz.

This year, ARAMARK launched ARAMARK Building Community, a community service initiative that strives to enrich the lives of families in need by supporting local community centers to help people of all generations learn, earn, and thrive.

ARAMARK Healthcare established partnerships with Neighborhood Centers Inc. (NCI), Houston's largest network of community centers, as well as the Jane Addams Hull House Association, which serves 60,000 children, families and community members each year through

50 programs at 43 sites throughout the metropolitan Chicago area.

Over the past year, ARAMARK and NCI have collaborated on programs to educate 100 middle and high school students about work, career, and future higher education opportunities through



Nearly 170 ARAMARK employees, including ARAMARK Healthcare employees from The Methodist Hospital and St. Luke's Hospital, participated in a recent community service event in Houston. The ARAMARK volunteers completed 12 service projects to refurbish an area community center's outdoor learning, sports, and play space, resulting in \$15,000 in improvements.

Ready2Act Youth Day. ARAMARK Healthcare employees taught students about careers in food and nutrition, including roles as chefs and dietitians, and introduced job and internship opportunities in the field. Employees also assisted with programs that taught families how to make smart food choices, and they offered hands-on activities to teach health and wellness to community members of all ages during another special event.

"It was a great privilege for my management team to be a part of helping the Houston community. The experience was rewarding for us but most rewarding will be seeing the youth of Houston develop and reach their potential. As a service provider, it is great to have the opportunity to encourage healthier lifestyles," said Sharon Johnson, ARAMARK Healthcare resident district manager at The Methodist Hospital and Sugar Land Methodist Hospital and NCI Board Member.

To launch the partnership with the Jane Addams Hull House Association, more than 200 ARAMARK employee volunteers participated in a day of service to revitalize two Chicago community centers. The volunteers painted walls and murals, created community gardens, landscaped the grounds, organized a teachers' resource room, and built benches and picnic tables at the Parkway Community House in Chicago's Woodlawn neighborhood, and the Uptown Center, which serves the north side of Chicago.

ARAMARK's commitment to building community extends beyond the cities of Houston and Chicago. Through the ARAMARK Building Community program, ARAMARK Healthcare will be engaged in important community activities in Philadelphia, Houston, Chicago, New York, Los Angeles, and Detroit in 2008. The program will extend to 30 areas in the next three years. [f](#)