

Quality of **LIFE** No. 03 Experiences

**GIVING A VOICE
TO THE
CHRONICALLY ILL**
by Kalliopi Megari

**OVERCOMING
BOREDOM**
in senior residences
through social
interaction

**EXPLORING HOSPITAL
SANTA PAULA IN BRAZIL**

Dr. George Schahin,
President of Hospital Santa Paula


QUALITY OF LIFE SERVICES

CONTRIBUTORS



As a professor and clinical neuropsychologist, **Kalliopi Megari** understands the importance of addressing the psychological and social needs of the chronically ill in Greece. Take a look at this issue from her viewpoint in the *Meet the Experts* section.



Dr. George Schahin, President of Hospital Santa Paula, explains how his facility provides patients with the best Quality of Life in the *Life Size* section.



Dr. Éric Dalmas, Dr. Marc-Olivier Robert, and **Dr. François Dieudonné**, French Anesthesiologists, Capio Polyclinique du Beaujolais; **Susan Brunelle**, American Director of Shared Medical Appointments, Harvard Vanguard Medical Associates; and **Mario Rivas**, General Manager of Clinical Davila and President of the Association of Private Clinics in Chile shed some light on how to support outpatients before, during and after procedures and exams in the *Issues and Topics* section.



American journalist **Victoria Nagel Hauzy** and Brazilian photographer **Gabo Morales** joined forces to explore Hospital Santa Paula and produce this issue's *Life Size* report.



Stuart Winters, Sodexo Health Care Asia Australia, explains how an all-in-one service can help medical staff to benefit from the latest technology without monopolizing their time or the hospital's budget in the *User Guide* section.



Ronni Schorr, Senior Brand Manager Operations Support, Sodexo Health Care, and **Pat Tanner**, Senior Brand Manager Operations Support, Service Response Center, show us, in the *User Guide* section, how a unique service provides medical staff and patients access to information and services with the push of a button.



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"PSYCHOLOGISTS AND OTHER KEY MEDICAL PLAYERS NEED TO **WORK TOGETHER WITH A HOLISTIC APPROACH** AND ALLOW FOR THE PATIENT'S VOICE TO BE HEARD."





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EXPLORING HOSPITAL SANTA PAULA IN BRAZIL



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Dr. Kalliopi
Megari

GIVING A VOICE TO THE CHRONICALLY ILL

BIO

Kalliopi Megari has many years of occupational and research experience working with patients who have neurological, psychiatric, and cognitive disorders, as well as chronic disease patients suffering from cancer and cardiovascular diseases.

She has published articles in a wide range of international medical journals. Her work has earned her many prestigious awards and distinctions.

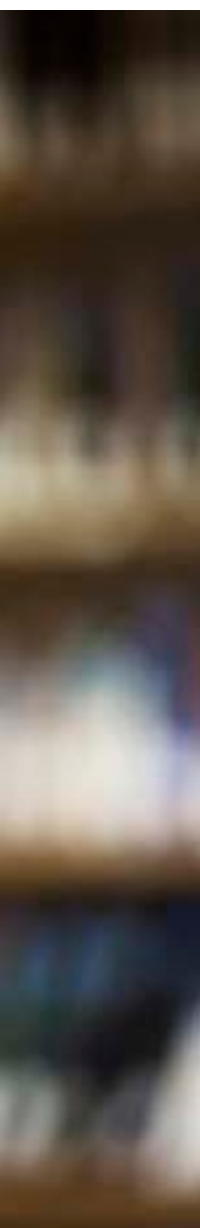
She is a member of the Editorial Board of Health Psychology Research Journal and she has offered psychological counseling to prisoners in the Thessaloniki Diavata Prison. Also, she is a research fellow in Department of Cardiovascular Surgery in AHEPA Hospital.

She holds undergraduate degrees in Nursing and Psychology, as well as a Masters and a PhD (candidate) in Psychology from Aristotle University.

Professor and Clinical Research Neuropsychologist at Aristotle University of Thessaloniki in Greece, Kalliopi Megari **emphasizes the importance of treating the psychological and social needs** of the chronically ill as a way to improve and prolong their overall well-being.



Kalliopi Megari stresses the importance of a holistic approach to caring for the chronically ill as a means to improve their chances of living—not only longer, but more importantly, living better.



“TREATING THE PHYSICAL SYMPTOMS OF A CHRONICALLY ILL PATIENT IS ONLY PART OF THE HEALING PROCESS— ADDRESSING PSYCHOLOGICAL AND SOCIAL SYMPTOMS IS EQUALLY VITAL.”

IN 2012 THE WORLD HEALTH ORGANIZATION REPORTED THAT CHRONIC CONDITIONS ARE THE LEADING CAUSE (60%) OF MORTALITY WORLDWIDE. WHAT IS THE UNIVERSAL DEFINITION OF CHRONIC DISEASE?

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Kalliopi Megari: Generally speaking, a chronic disease is permanent and results in residual disability caused by irreversible pathological alterations in the body. **While the majority of chronic conditions are found in people aged 18 to 64, at the same time, 80% of older adults in the U.S. have at least one chronic condition and at least 50% of this population suffers from two or more.** Chronic diseases are usually slow to progress and require

medical treatment. Cultural differences and beliefs as well as lifestyle, diet and approach to stress can largely shape the way individuals behave and perceive their illnesses, symptoms and emotional states. The majority of chronic diseases can limit a patient’s capacity to function physically, psychologically and socially, profoundly impacting a patient’s well-being.

GIVEN THE VAST SCOPE OF CHRONIC DISEASES, WHAT IS BEING DONE TODAY TO EFFECTIVELY TREAT CHRONICALLY ILL PATIENTS?

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K.M.: Typically a chronic disease patient is pulled into a vicious cycle. First the patient experiences physical pain, among other symptoms, which usually leads to feelings of anxiety, depression, anger, isolation, or uncertainty about the future. Cancer patients are especially concerned with body image and often fear a recurrence. This can cause mood swings, diminished self-esteem and a heightened sense of vulnerability. All these feelings can actually increase a patient’s physical pain while also putting significant strain on family members, friends and colleagues. **Indeed, physical, psychological, and social stressors are often intertwined, both resulting from and contributing to each other.** ▶

“PSYCHOLOGISTS AND OTHER
KEY MEDICAL PLAYERS NEED TO
**WORK TOGETHER
WITH A HOLISTIC
APPROACH**
AND ALLOW FOR THE PATIENT’S
VOICE TO BE HEARD.”

▣ **HOW DO MEDICAL AND RESEARCH
COMMUNITIES EVALUATE A PATIENT’S
QUALITY OF LIFE?**

—

K.M.: As I mentioned, it is important to keep in mind that the patient’s physical, psychological and social experiences and needs are all interconnected. **In 1993 two scientists (Patrick & Erickson) defined the term Health Related Quality of Life (HRQoL), as a multidimensional construct** that consists of measuring the functioning of these three broad domains: physical functioning, which is usually defined as the ability to perform a range of daily activities; psychological functioning ranges from severe psychological distress to a positive sense of well-being; and social functioning refers to all aspects of social relationships, interactions and integration. HRQoL is measured through personal interviews or questionnaires, usually within a university research setting. The study is designed to evaluate a patient’s life expectancy, taking into account any impairments, functional states, or perceptions as they are influenced by disease, injury, treatment or even health policy. The most important aspect of HRQoL is how patients perceive their experience with illness and the discrepancy that exists between this reality and patients’ hopes or expectations.

**ARE THERE SHORTFALLS IN SERVICES
IN TERMS OF CARE?**

—

K.M.: While there have been remarkable advances in biomedical care, sadly there have not been equal advances in providing patients with high quality care for the psychological and social effects of chronic diseases. Numerous cancer patients, for example, report that medical providers fail to recognize and adequately address depression and other symptoms of stress, and generally do not consider psychosocial support to be an integral part of quality care.

**HOW CAN CHRONIC DISEASE PATIENTS
EXPERIENCE A LONGER AND BETTER LIFE,
DESPITE THEIR ILLNESS?**

—

K.M.: The majority of chronic diseases may worsen the overall health of patients by limiting their functional status.





So, treatment of these limitations has become extremely important in ensuring a better Quality Of Life. But for a chronically ill patient, these qualities must be re-acquired or relearned. In this respect, **it's important to design intervention programs that promote skills that cover: physical training and exercise, relaxation, health education (including smoking cessation, healthy eating and limiting weight gain), stress management, active self-management and employment support.** Programs can also incorporate psychosocial counseling to reduce anxiety and depression and build greater autonomy and ease. In order to be efficient, these programs must have the buy-in of the entire medical team.

The heightened vulnerability of chronically ill patients makes patient-doctor relationships and communication extremely important. Psychologists therefore occupy a pivotal role in clinical settings because they can provide training for doctors and nurses to learn how to communicate with patients and their caregivers in a way that promotes both physical and psychological health.

IF YOU COULD DESCRIBE A MODEL FOR FUTURE CARE OF THE CHRONICALLY ILL, WHAT WOULD IT BE?

—

K.M.: An integrated framework for healthcare would be built on a single guiding principle: addressing the physical, social and psychological aspects of chronic disease helps patients and the entire population to live better. This holds true regardless of the type of chronic disease or an individual's own state of health. Within this model, the medically-driven decision making process would of course include the patient's voice and point of view. It's vital that we listen to and hear what the patient has to say!

Contact Kalliopi Megari at kmegari@psy.auth.gr



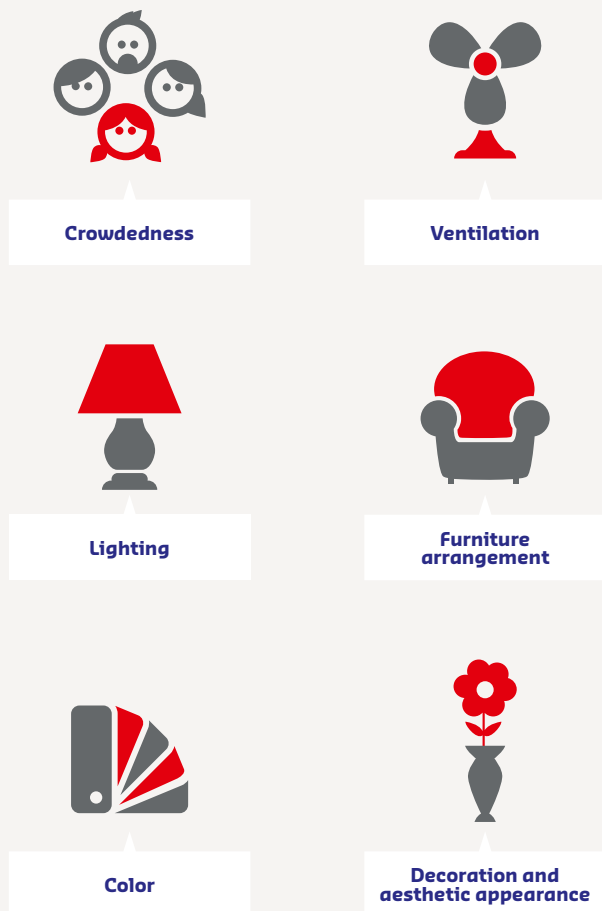
Watch the video interview on the Quality of Life Observer. www.qualityoflifeobserver.com/content/giving-voice-to-chronically-ill

FOCUS ON NURSES' JOB SATISFACTION

While colleague interactions, autonomy and the opportunity for professional advancement have been analyzed in previous research; very few studies have tackled the role that the environment plays on a nurse's overall job satisfaction.

According to an extensive nationwide US survey by the Robert Wood Johnson Foundation, investing in the work environment of nursing staff is extremely worthwhile. Feedback from 1,141 nurses linked being happy in one's daily work atmosphere to increased efficiency, improved teamwork and better communication among hospital staff.

FACTORS OF THE WORK ENVIRONMENT MOST LIKELY TO IMPACT JOB SATISFACTION:



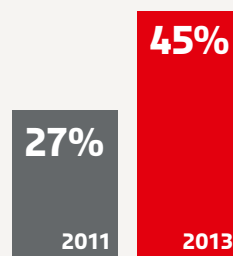
Source: Exploring Direct and Indirect Influences of Physical Work Environment on Job Satisfaction for Early-Career Registered Nurses Employed in Hospitals, Robert Wood Johnson Foundation's RN Work Project, Research in Nursing & Health, January 2014.

45% OF US HEALTHCARE ORGANIZATIONS NOW USE A FORMAL DEFINITION OF THE "PATIENT EXPERIENCE"

The results are in from the largest study-to-date examining how hospitals are improving the patient experience. Conducted by the Beryl Institute, the study shows that US healthcare

organizations increasingly have a formal definition of "patient experience" (from 27% in 2011 to 45% in 2013).

Defining the term allows healthcare institutions to examine the patient experience as well as identify elements that support or detract from it. Key elements include noise control, pain management and better discharge communication. Researchers insist that patient experience is not just a nice thing to have, but should be at the center of the healthcare conversation.



Source: The State of Patient Experience in American Hospitals 2013: Positive Trends and Opportunities for the Future, The Beryl Institute, 2013.

AN IMPROVED HOSPITAL WORK ENVIRONMENT IN THE US LOWERS PATIENT READMISSIONS



Preventable hospital readmissions in the US cost Medicare more than \$15 billion per year. With this in mind, researchers at the University of Pennsylvania School of Nursing analyzed data from more than 200,000 nurses and 412 hospitals in California, New Jersey and Pennsylvania, revealing a link between work environment and patient readmissions.

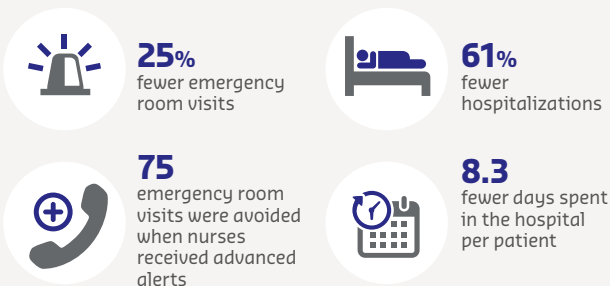
Reducing individual workload by hiring more nurses is a clear way to improve the working conditions. While expenses will initially increase, a rise in productivity, a drop in patient readmissions and lower staff turnover may offset the costs in the long run.

Source: The University of Pennsylvania School of Nursing, Journal Medical Care, January 2014.

HOW TELEMONITORING IMPROVES PATIENT WELL-BEING

A recent HEC Montreal study observed 95 patients afflicted with various health conditions including heart failure, hypertension, diabetes and lung disease to determine the efficacy of remote patient monitoring, also known as telemonitoring. **The results illustrate the crucial role of information technology in new healthcare solutions.**

FINDINGS REVEALED THAT THE USE OF TELEMONITORING RESULTED IN:



Source: Kitsiou S., Paré G., Jaana M. Systematic reviews and meta-analyses of home telemonitoring interventions for patients with chronic diseases: a critical assessment of their methodological quality. J Med Internet Res. 2013.

4X AS MANY DEPENDENT SENIORS in developing countries by 2050

While the overall positive state of global health means that elderly individuals are living longer, it also means that this population, which is more susceptible to frailty, mental problems and limited mobility, is also more likely to require long-term care.

In order to meet the needs of this aging demographic, health-care professionals will require special training and a sustainable approach to long-term and palliative care that can be developed for various settings in cultures around the world.

According to the World Health Organization, societies that invest in healthy aging can expect a significant social and economic return for the entire community.



Source: World Health Organization Data, 2012.

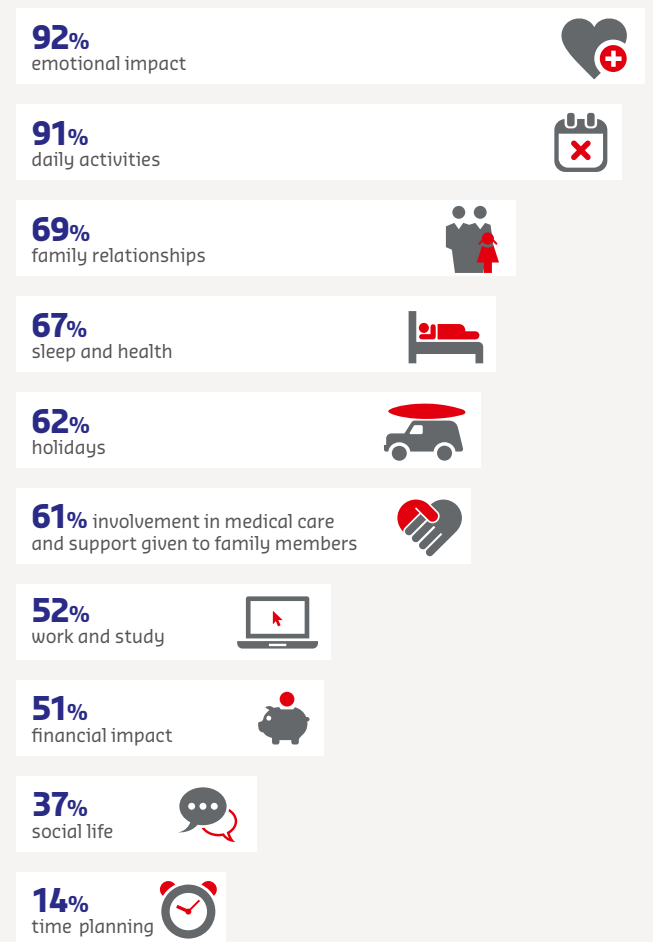
THE IMPACT OF CHRONIC DISEASE ON THE QUALITY OF LIFE OF A PATIENT'S FAMILY

For the first time, researchers are focusing on a wide range of chronic diseases in the study of the Quality of Life of patients' family members. Researchers interviewed 133 family members of chronically

ill patients to learn how their lives have been affected by a loved one's chronic illness. **The study spotlights family Quality of Life, an often neglected area of healthcare.**

CHRONIC DISEASE IMPACTS THESE AREAS OF THE LIVES OF FAMILY MEMBERS

(percentage of subjects who mentioned the following factors):



Source: The Impact of Patients' Chronic Disease on Family Quality of Life: an Experience from 26 Specialties, International Journal of General Medicine, 2013.

CREATING A NEW MODEL FOR OUTPATIENT CARE



Innovative medical advancements, an aging global population and the growing prevalence of chronic disease all contribute to the rapid expansion of ambulatory care. **With these trends comes the increased need for simple adjustments** that allow medical providers to collaborate more efficiently, expand remote care options and improve services geared towards the Quality of Life of patients as well as medical staff.



A bold and innovative alternative to anesthesia



DR. ÉRIC DALMAS, DR. MARC OLIVIER ROBERT AND DR. FRANÇOIS DIEUDONNÉ, ANESTHESIOLOGISTS AT CAPIO POLYCLINIQUE DU BEAUJOLAIS, FRANCE.

EXPANDING THE OPTIONS

A number of factors contribute to this expansion in outpatient care. Thanks to advances in technology, more and more procedures can safely be performed on an outpatient basis. At the same time, new alternatives to anesthesia result in much shorter recovery times and therefore fewer overnight stays in the hospital (*see box to the right*).

In this contemporary medical landscape with its strong focus on outpatients, a variety of ambulatory settings have sprung up—including dedicated departments in hospitals, independent surgical facilities, physicians' offices, clinics—and certain services are now even administered within a patient's home.

While some aspects of this new model of patient care remain a work in progress, certain key benefits have already emerged. For example, the increased number of outpatient services and facilities means less waiting time and more convenient locations for patients and their family members who accompany them on appointments. Additionally, as many services are no longer conducted within the standard hospital rotation there is less risk of being bumped due to a hospital emergency—resulting in more on time appointments.

A STREAMLINED PROCESS

When a single outpatient's care involves several services such as oncology, radiology, pathology and surgery, healthcare providers rely on innovative solutions to manage care coordination more than ever before. **For example, electronic patient records—while used throughout the** ➤

“In 2012, we began to replace general anesthesia with hypnosis during select surgeries. This procedure, based on the ability to disassociate the mind and the body, allows us to operate on patients without actually putting them under. This approach presents a huge benefit to patients, particularly those who are afraid of traditional anesthesia. We like to compare the experience to watching a film—while watching, you're able to put aside everything going on in your life and get lost in the story. Similarly, in preparative appointments, we work with patients to choose a happy memory that we recreate during the surgery. By changing the tone and cadence of our speech and recounting these pleasant moments, the patient's body remains in the surgical suite, yet the mind is elsewhere—on a beach, at a picnic, playing with their children. We use this method for surgeries that last up to 90 minutes—not because the method has limitations but rather because the task of creating an intricately detailed story is extremely taxing on the anesthesiologist. Once the surgery is completed, patients can leave the hospital in under an hour—a significantly shorter, less groggy and overall more pleasant experience than that induced by traditional anesthesia.”

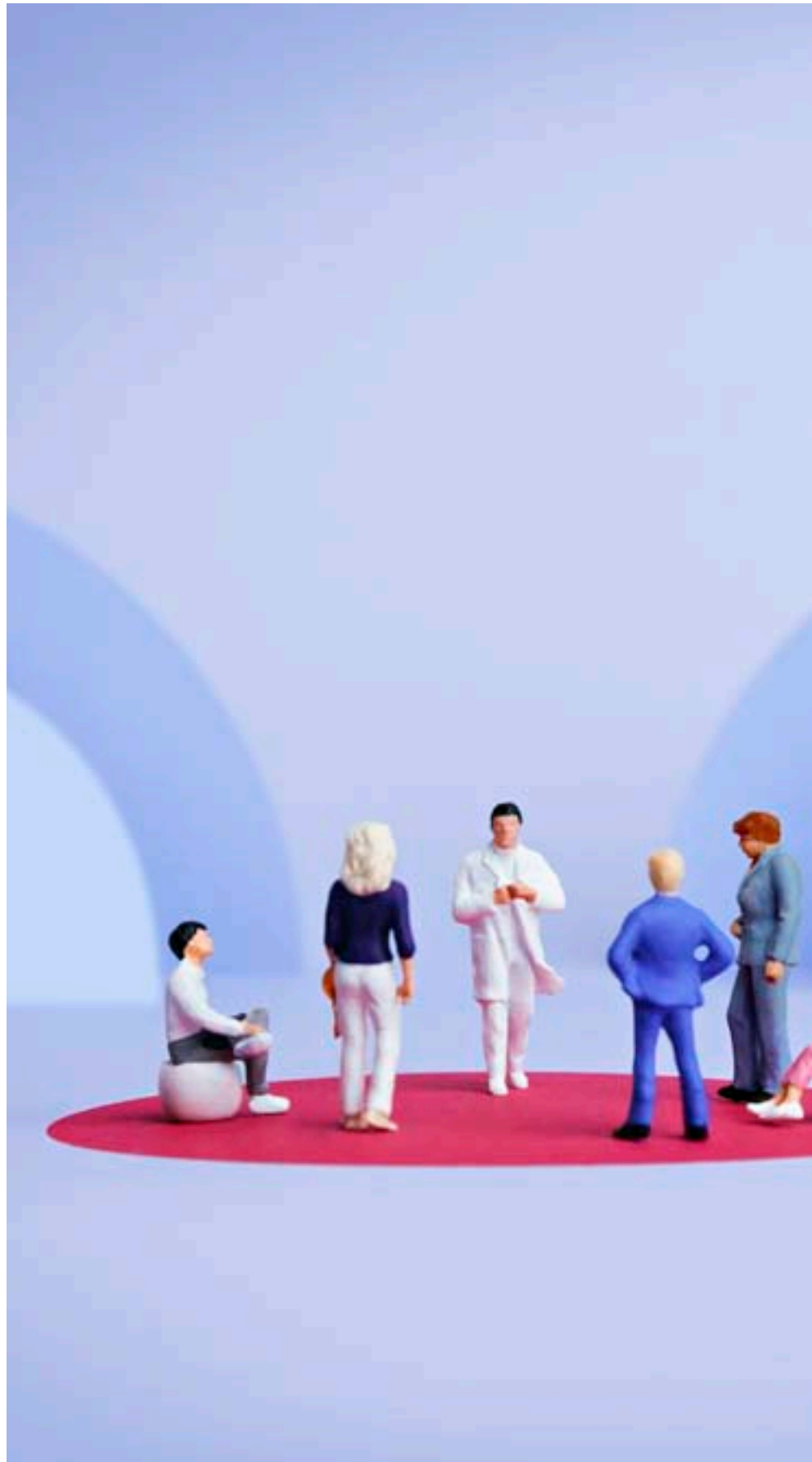
AMBULATORY, OR OUTPATIENT, care refers to any treatment or procedure that does not require an overnight stay in the hospital – from diagnostic treatments, rehabilitation therapy, doctor visits and in-and-out surgeries. As ambulatory care expands to include more services, so too does the number of outpatients. In fact, experts project that ambulatory care services in the US will increase by 30 percent between 2010 and 2020, whereas inpatient services will rise by just 2 percent.

The benefits of a patient group setting



SUSAN BRUNELLE,
DIRECTOR OF
SHARED MEDICAL
APPOINTMENTS, HARVARD
VANGUARD MEDICAL
ASSOCIATES, USA.

“Back in 2008 we began our shared medical appointment (SMA) program not only to improve the health of our patients but also to increase access to clinicians in a timely manner. This team-based approach groups eight to ten patients, usually with similar medical conditions, in an appointment with a clinician, a medical assistant, a medical documenter and a behaviorist. So while the patient is essentially sharing this time with a larger group of peers, this system creates a valuable opportunity to educate the patient, allows him or her to learn from the experience of other patients, and shows the patient that they are not alone, which is a very powerful motivator for many. As a result, the patient can better self-manage his or her conditions, which helps to meet the ultimate goal of improving health.”





■ **healthcare environment—can be particularly helpful in the ambulatory setting.** If we consider that today, an outpatient typically encounters the same line of questioning by at least three different healthcare providers during a visit, electronic medical records can allow staff to log patient information and conditions; update patient status before, during and after each appointment; and inform necessary medical staff of a patient’s well-being needs. This ability to centralize and streamline administrative aspects of the often-complicated outpatient process saves time and frustration for everyone involved.

Accommodating the needs of outpatients can also require existing medical processes and procedures to be revisited. For example, certain hospitals respond to this change in patient flow by creating two separate cleaning teams to address the different logistical needs of the inpatient and outpatient populations (*see box below*).

THE EXPANSION OF CARE

As outpatients spend less and less time in the hospital, they find themselves responsible for an increasing part of their own care at home. If relationships with medical providers are not properly established or essential tools not provided, patients can find themselves feeling alone. This lack of education or resources can have considerable consequences, and patients, without a clear understanding of the steps they need to take (such as medication guidelines), can find themselves back in the hospital.

To increase patient well-being, today’s smaller sized outpatient clinics allow for more direct contact with caregivers and doctors—giving patients the assurance that someone is checking in on them during their healing process, even if from a distance.

Additionally, innovative advances in medical technology help to keep patients safer. The use of Near Field Communication (NFC) tags by pharmaceutical companies such as Sanofi, is revolutionizing the medical world. This technology,

embedded in prescription medication packaging, can monitor the weight of an individual bottle overtime—determining if patients take the correct dosage of medication. When NFC tags are linked to smartphone devices, a patient’s healthcare provider or family member can be alerted in the case of improper dosages.

THE NECESSARY HUMAN TOUCH

While technology plays a key role in improving the outpatient experience, there is still great value in human relationships. **Shared medical appointments (SMAs), in which a doctor addresses a group of patients with the same medical condition, are gaining popularity in the ambulatory setting.** This group appointment process (*see box on page 12*) simplifies scheduling, saves time for medical staff, doctors and patients, and creates a community for patients with similar conditions.

Although there is still work to be done to improve the Quality of Life of ambulatory care staff, patients and family members, a number of advantages have already been identified and are being successfully implemented in hospitals and clinics across the globe.

Managing the growing outpatient population in Chile



MARIO RIVAS, GENERAL MANAGER OF CLINICAL DAVILA AND PRESIDENT OF THE ASSOCIATION OF PRIVATE CLINICS, CHILE.

—
“Here at Clinical Davila, we care for 700,000 patients each year through our ambulatory services, compared with 40,000 hospitalized patients. As a large part of our services is dedicated to outpatients, we have designed specific procedures and routines to treat outpatients in the most efficient manner and get them back to the comforts of home as quickly as possible. In this high-traffic department, our dedicated cleaning team uses specialized products to disinfect rooms and common areas twice as often as in our inpatient rooms, in order to keep up with the flow of incoming patients. This work will become ever more important as we plan to double our ambulatory capacity within the next year.”

AN ACTIVE MIND AND BODY

IMPROVE QUALITY OF LIFE AS WE AGE

Through access to a wide range of activities, residents at Luxembourg's Résidence Grande Duchesse Joséphine Charlotte connect with others and remain physically and mentally fit—avoiding the solitude and boredom that often accompany old age.

Résidence Grande Duchesse Joséphine Charlotte, located in the heart of Luxembourg City, is no ordinary home for seniors. Neither a retirement nor a nursing home, it is a senior residence owned by the city of Luxembourg and managed by Sodexo. It promotes the concept of independent living while providing its residents with the benefits of common areas for socializing and eating, and offers various physical and cultural activities throughout the year. Since 1992, Sodexo has been responsible for running and managing the 103-unit residence, which is home to 117 seniors. Sodexo provides catering and housecleaning services, handles reception and administrative tasks, and is also responsible for technical support and building and ground maintenance.

Sodexo personnel are also available for a fixed number of hours every week to assist residents with their household chores and personal hygiene.

FOSTERING A GREATER SENSE OF COMMUNITY

Besides its convenient location, beautiful setting and "hotel-like" services, the Residence's extremely close and fruitful partnership with the city of Luxembourg is what truly puts it in a category of its own. Luxembourg has placed senior physical and mental well-being at the heart of a much larger initiative. The city-run sports and senior services divisions, along with two specialized educators, work hand in hand with the Résidence Grande Duchesse Joséphine Charlotte to customize activities for seniors. **The programs not only**

promote Quality of Life but also create a strong sense of community among residents and the city's more broader senior population. The Residence's open-door, year-round activities also provide an ideal, no-pressure opportunity for Luxembourg's "younger seniors," who often assume that Résidence Grande Duchesse Joséphine Charlotte is just a retirement home, to understand otherwise.

After they discover its many advantages, the hope is that this will ignite their interest in joining, too.

KEEPING THE BODY SUPPLE AND STRONG

Residents and visitors have access to an impressive activities menu, but participation is not mandatory. Among the most popular activities

Enjoying exercise programs and dances not only keeps seniors healthier and more active, but it creates a true sense of community.



Various types of engaging activities are available for every level of participation —helping all residents maintain their Quality of Life.



“ONE OF THE MOST IMPORTANT ISSUES THAT WE TRY TO ADDRESS AT THE RESIDENCE IS SENIORS’ SOLITUDE AND BOREDOM.

As many elderly people have lost their spouses, friends and sometimes even children, they often live by themselves and are left with feelings of isolation. But here at the Residence, these questions of solitude, non-activity and boredom are really ones of choice. People are never left alone without anything to do, unless by request. Doing an activity in a group is very important because it creates a sense of community and brings joy and pleasure to participants. Physical movement and staying strong, which are critical to preserving health and well-being, are other positive benefits of our activities. The excursions and meals that we share together outside are also very important for residents and Sodexo personnel. They are opportunities for us to share and communicate in a different way about things that might not necessarily be talked about so easily if we were inside the Residence. It’s essential that our staff get to know the residents on an individual basis, and develop meaningful, quality relationships with them. These outings are valuable occasions for us to do just that.”

Marcello Loguercio,
Sodexo Director of the *Résidence Grande Duchesse Joséphine Charlotte*

are “sitting gymnastics,” senior dances and teatime dancing. Sitting gymnastics and senior dances take place several times a week and teatime dancing is once a month. These activities enhance body strength, flexibility, coordination, as well as endurance, and provide a social context of mutual effort, encouragement and most of all, enjoyment. A singer and a musician animate the teatime dances, and dancers are then treated to waffles and pastries. The senior dances are a bit more strenuous and very popular among the female residents.

ACTIVITIES FOR EVERY STYLE, EVERY TASTE

Residents can also take part in weekly pottery and crafts workshops, where participants create Easter and Christmas gifts every year for other occupants. One particularly enterprising person created a group of her own, gathering people together on Thursday

afternoons for a potpourri of sing-alongs, reading, poetry reciting, and knitting. And of course every month there are special events and outings, including autumn visits to vineyards for walks and wine tasting, trips to a nearby zoo for promenades among the animals, boat cruises along Luxembourg’s lovely waterscape, guided cultural tours of the city, cooking classes, summer, fall and winter markets where residents manage stands and sell their creations for charity, a Christmas concert, happy hours, evenings of board games and bingo, and a Carnival Ball in February.

VIEWPOINT



David Seguela is the President of the French National Group of Facilitators in Gerontology. His organization which coined the term “non-treatment” focuses on understanding the demands and desires of elderly people so as to develop skilful tools for senior home facilitators to be able to promote healthier, happier residents.

CAN YOU EXPLAIN WHAT IS MEANT BY “NON-TREATMENT” IN SENIOR RESIDENCES?

David Seguela: It’s important to set the context. Fifty years ago “mistreatment” was one of the first terms identified with the caring, or lack of caring, of the elderly in organized homes. This term led to the stigmatization of an entire population of senior caregivers. Then the desire to promote “good treatment” was developed. Much progress has been made in caring for and supporting the elderly, particularly in terms of meeting their basic needs such as providing housing and food. But until very recently, very little had been done to meet their secondary needs such as self-realization, communicating and sharing with others, and simply having fun. This has generated widespread boredom in retirement homes, and this is what we mean by “non-treatment.”

SO, WHAT IS BEING DONE TO REDUCE OR ELIMINATE NON-TREATMENT?

D.S.: A study in 2011 revealed that on average in France, there is one facilitator for 71 senior residents, and only 34 percent of these facilitators are qualified professionals. The study also revealed that although the average cost of living in a retirement community is 90€ per day, only 0.087€ per day is spent on senior activities and pastimes. This means that during their free time, older people do not have access to the right kinds of personalized and collective activities they need to ensure their overall sense of well-being. In 2012 our organization published a white paper and launched a campaign to raise awareness about “non-treatment” and suggested ways to design social and cultural activities and practices for the elderly of tomorrow. Improving the current situation begins with understanding

FIGHTING AGAINST THE “NON-TREATMENT” OF SENIORS IS NOT AS MUCH ABOUT ADDING YEARS TO LIFE AS IT IS ADDING LIFE TO YEARS.

the needs, demands, desires and constraints of retirement home residents. The next critical step is to hire more facilitators, to train them and professionalize what they do, and provide them with the proper means to be able to do their jobs well. If our seniors are better in their bodies and heads, this will reduce their need for certain interventions and medications. By introducing the notion of personalized projects and quality collective activities, there will be positive repercussions on the whole retirement community—the resi-

dents, the personnel and the families.

WHAT IS THE STATUS OF THE “NON-TREATMENT” CAMPAIGN TODAY?

D.S.: We have created two tools to help facilitate a better understanding of what we propose. *Cultureàvie* (Culture for Life) is a platform that presents all senior activities and their descriptions currently produced or managed by facilitators throughout France. The idea is to create as large a national database as possible so that facilitators can initiate best practices. The second tool is called *Acteuràvie* (Actor for Life), which focuses on how to build a personalized project based on interests, life stories, experiences, desires and dreams with each senior. We just presented both tools to a nationwide symposium. We are also developing partnerships and relations with local authorities, decision makers and public and private organizations for support.

The important thing is to legislate and invent tools and a new outlook on activities that gives meaning to our seniors as they approach the end of their lives. It’s critical that we fight against boredom in old age, because it robs us of what it means to be alive. It’s not as much about adding years to life as it is adding life to years.



Marlene Dos Santos,
Nurse at the Hospital
Santa Paula Intensive
Care Unit

HOSPITAL SANTA PAULA

THE HUMANIZATION OF CARE

While Hospital Santa Paula is known as one of the best cancer treatment centers in São Paulo, Brazil, patients are also drawn to **its warm, welcoming community that puts them at the center** and provides them with the personalized services, space, and specialists they need to heal.

The new Santa Paula Oncology Institute welcomed its first patients in 2013.



“THEY MAKE SURE THAT WE HAVE EVERYTHING WE NEED, AND THAT WE UNDERSTAND THE TREATMENTS AND WHAT TO EXPECT. THEY ARE HERE FOR US 24/7.”

A.M., patient at Santa Paula Oncology Institute.



After completing two years of chemotherapy, A.M. rings the bell, a hospital tradition signaling the end of her treatment.

THE SYMBOLIC FACES OF HOSPITAL SANTA PAULA are those of A.M., a 58-year-old housewife, and her husband. Several years ago A.M. underwent breast cancer surgery and many subsequent months of chemotherapy. Her husband remained at her side throughout the ordeal. A.M.'s cancer is now in remission. When her husband was diagnosed with blood cancer, A.M. switched roles and became one of the hospital's many frequent visitors. Her husband is currently undergoing chemotherapy and will soon receive his second bone marrow transplant. Hospital Santa Paula has become their second family and they would never go anywhere else for care.

HOSPITAL SANTA PAULA'S EXCELLENT MEDICAL REPUTATION, affordability and

partnership with Sirio Libanes, the leading cancer treatment center in Brazil and Latin America, convinced A.M. that it was the right choice. But once she was admitted, other advantages became apparent. *“The quality of the food, the excellent services and the close relationships with the doctors are very special,”* she says. *“They make sure that we have everything we need, and that we understand the treatments and what to expect. They are here for us 24/7.”*

THE HIGHLIGHT OF A.M.'S PATH TO HEALING was the day she completed her two years of strenuous chemotherapy. Her doctor took her to the third floor of the oncology center, where he told her it was time to “ring the bell.” Unsure of what this meant, A.M. entered the hallway where her husband and family

“Patients and their families come to Santa Paula Oncology Institute for the conversation, **individualized care, human contact, and simply to celebrate life.**”

Rios Ricardo, Nurse Coordinator Santa Paula Institute of Oncology



“OUR MAIN MISSION IS TO ENSURE QUALITY OF LIFE.

For the patient, this means ensuring comfort, access to all amenities and nutritious food, and maintaining as much of a home environment as possible. All quality establishments today must offer the best in technology, but on top of this we offer an individualized approach. Even if patients are only with us for 48 hours, they will have a dedicated doctor-nurse-nutritionist team to attend to their needs. It is the community we create here and the quality of the hospital-patient relationship that really set us apart.”

Andrea Frazilio, Nursing Manager, Santa Paula Oncology Institute



A.M., who is now in remission, meets with Dr. Augusta to discuss the care plan for her husband as he prepares for a bone marrow transplant.

were already waiting for her. At Hospital Santa Paula it is a ritual that after patients complete one phase of their cancer treatment, they ring a big brass bell mounted on the wall. The ringing marks the end of one journey and the beginning the next, and signifies joy and continuation. It is a sign of hope for those moving on and those still in treatment. “You are supposed to ring the bell three times, but I wanted to ring it 20 times! Now every time I hear it, I remember that moment. It is the bell of hope, the bell of life.”

A.M.’S AND MANY OTHER PATIENTS’ POSITIVE EXPERIENCE at Hospital Santa Paula is the result of the attention and care of a 6-member multidisciplinary team, which consists of an oncologist, nurse, psychologist, nutritionist,

physical therapist and pharmacologist. The oncologist’s job is to make the proper diagnosis and educate the patient about the right treatment. “We are committed to continuity of care,” explains Dr. Kenji Tiago, one of the hospital’s eight oncologists. “This way, because every patient is unique, we can actively build a strong, personalized relationship with each one.”

RIOS RICARDO, AN ONCOLOGY NURSE COORDINATOR, manages a team of 11 registered oncology nurses and 14 auxiliary care providers. After the patient meets with the oncologist, Ricardo coordinates and plans all subsequent interventions and treatments, including nutritional management and psychological care. “Our multidisciplinary team will become a family for each patient,”

he says, “so it is very important that the patient trusts us and knows that we are committed to him and his well-being from day one.”

TREATING CANCER PATIENTS IS COMPLEX, as Dr. Luiz Gonzaga, one of the hospital’s dedicated oncology psychologists, confirms. “There is an intrinsic relationship between a patient’s psychological state and their immune system,” he says. “Therefore a patient’s psychological well-being is essential for their physical healing.” Dr. Gonzaga also emphasizes the importance of the healthy functioning of the patient-family-medical team triad. “I am aware of the potential for huge personal loss and am very mindful of the psychological states of family members and caregivers. I do everything I can to support them as well.”



“WE SIGNED A STRATEGIC PARTNERSHIP

in 2011 with Sirio Libanes —the best oncology institute in all of South America. Sirio Libanes

provides the expertise, treatment protocols and training. In fact, all the oncologists at Hospital Santa Paula are hired, trained and employed by Sirio Libanes, and its director is also the director of our Institute of Oncology. We use the same systems and electronic records so access to patient information is shared simultaneously. This partnership enables us to offer patients the equivalent in cancer care as Sirio Libanes but at affordable costs, and it ensures Hospital Santa Paula’s long-term future as one of São Paulo’s leading oncology centers.”

Dr. George Schahin,
President, Hospital Santa Paula

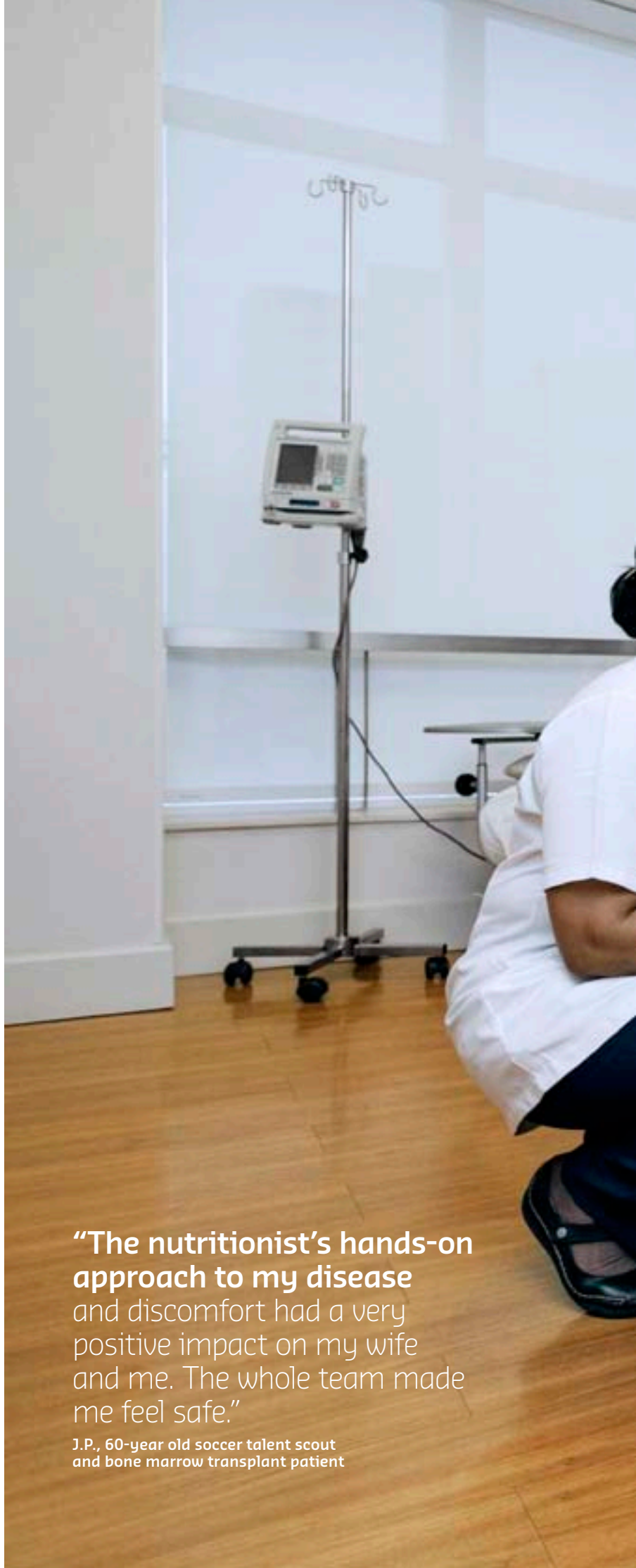


“OUR PHILOSOPHY

is based on the belief that comprehensive, coordinated treatments is the best way to care for cancer patients. Also,

a long-term commitment to—and investment in—the medical staff is essential for a successful, sustainable future. Unlike most medical facilities in Brazil, Hospital Santa Paula offers cancer patients a community where they can find everything they need under the same roof. The result is that all along the value chain, whether treatments are invasive or relatively simple, patients receive continuity of care from one multidisciplinary team of cancer specialists. We also continuously identify and help develop our future team leaders—those most suited to work with cancer patients—and train them to become the best in their respective fields. Part of our web-based training involves studying for an MBA. This in-house degree, offered in partnership with the top business school in São Paulo, gives every team leader a broader, more holistic view and understanding of the business of care. Investing in our valuable medical personnel builds not only greater expertise but greater loyalty and community.”

Dr. Octavio Gebara,
Medical Director, Hospital Santa Paula



“The nutritionist’s hands-on approach to my disease and discomfort had a very positive impact on my wife and me. The whole team made me feel safe.”

J.P., 60-year old soccer talent scout and bone marrow transplant patient



Sodexo cook Jose Daniel Correa Da Silva puts great care into preparing the nutritious and delicious meals served at Hospital Santa Paula.



“OUR GOAL FOR FOOD SERVICES IS TO BE ABLE TO GIVE PATIENTS, DOCTORS AND STAFF

what they want in terms of variety, tastes and flavors while also ensuring the very best in nutritional value.”

Vera Lucia Pires, Sodexo Operational District Manager

➤ **TODAY**, when considering the scope and sophistication of this medical establishment, it is important to note that Hospital Santa Paula had a modest beginning. Founded in 1958, it served a handful of private patients and a few health insurance companies. It also ran a small emergency room, which currently treats over 100,000 patients a year. By 1983, the hospital had expanded its expertise to include orthopedics and cardiology, and later neurology. In 2000, the Santa Paula Institute of Oncology was created, and the hospital’s vocation and reputation as a high complexity medical establishment was formed. In 2013, the new 4,300m² oncology outpatient center was opened across the street from Hospital Santa Paula. It features 12 offices, 24 chemotherapy rooms, two radiation bunkers and an integrated living area.

CLOSELY FOLLOWING TRENDS IN PATIENT EXPECTATIONS, today Hospital Santa Paula functions much like a 5-star hotel, and provides a range of hospitality services to answer every need. Once registered, the patient is welcomed by the concierge, who is part of a 12-person 24/7 hospitality team, and shown to their room. “*We make a point of spending quality time with each patient right at the beginning and explaining the multidisciplinary approach and the range of services we provide. We want them to know they can call on us at anytime for anything. And most importantly, we never say ‘no’ to a request,*” says Patricia Caseiro, Hospital Santa Paula Hospitality Manager. Some of the services provided include translation and personal assistance, hairdressing and beauty (including

fittings for wigs), food and laundry, special shopping requests, prayer services, and if needed, funeral assistance and support for families. One of the first things inpatients learn after check-in is that within the first 24 hours, they will receive an important visit from one of the hospital’s 15 certified nutritionists to establish nutritional needs and food preferences.

HOSPITAL SANTA PAULA’S 5-STAR QUALITY ALSO EXTENDS TO ITS FOOD SERVICES, where nutrition is a main priority. Meals are tailored to meet the specific nutritional and medical needs and personal preferences of each patient. Witnessing the assembly of 20 special dinner orders, the sous chef takes special care to arrange each plate befitting of a fine restaurant.



“I AM A BUSINESS ADMINISTRATOR

and oversee the smooth running of the entire hospital. I could do this kind of work anywhere but I love caring for people. The secret at Hospital Santa Paula is to take care of the patients, the families and the partners as if they were part of your own family. This is the way we work, every day, 365 days a year.”

Dr. Salma Hortelli,
Administrative Manager
Santa Paula Oncology Institute

“Everyone on the team is an angel, always cheerful and supportive. I have my own inner strength, but the quality of the personalized care and services has made me even stronger.”

V.T.V., 54-year old pancreatic cancer patient and one-time player for Brazil’s national volleyball team



A Sodexo hostess
welcomes visitors
to the Vive Café.

THE KITCHEN, operated and managed by Sodexo, is open around-the-clock and supported by a total staff of 45. It prepares on average 520 daily meals for inpatients, outpatients and visitors, 300 daily meals for doctors, and 1,000 daily meals for the rest of the hospital staff. Meals are served in a variety of attractive, Sodexo-run venues: Gourmand, the visitors’ restaurant; two lively Vive Cafés; a physicians’ lounge on the operating floor, which is a private, quiet space for doctors and their assistants; and the staff restaurant.

AWARE OF THE NEED TO ALSO PROVIDE DELECTABLE, nutritious meals to patients with dietary restrictions, Sodexo designed a new addition to Hospital Santa Paula’s offer: *Budines*. Originally an Argentinean recipe, *Budines* is

a soft, mousse-like product adapted to local Brazilian flavor. It is specifically for patients who, either due to surgery or invasive treatment, cannot ingest or digest regular food. A speech therapist analyzes their physical capacity to receive and swallow food. Based on the analysis, the doctor continues to prescribe intravenous feeding, or switches patients to solid food or to *Budines*.

DEVELOPED EXCLUSIVELY BY SODEXO’S HEAD CHEF, IN TANDEM with a team of nutritionists, *Budines* comes in a variety of flavors—such as rice, broccoli, chicken, meat, and fish. Regina Menezes, Sodexo Healthcare Services Marketing Manager, explains its full value. “*Budines restores the patient’s desire to eat and their enjoyment of food because it’s varied, looks nice and tastes good; it*

allows them to ingest, in small portions, all the caloric and nutritional value they need in order to heal properly. It also allows them a safe transition from liquids to solids.” In addition to being able to call a nutritionist once they leave, patients can also take all *Budines* recipes home with them.

HOSPITAL SANTA PAULA ALSO MAKES IT A PRIORITY to promote healthy living among its staff and the community at large. >

1,820

meals are provided on average every day by Sodexo Food Services to patients, visitors, doctors and staff.



The Hospital provides a range of hospitality services to answer the every need of patients and caregivers. In addition to two lively cafés, a private physicians' lounge is located on the operating floor.



300

cancer patients are using the social media program *Conecte*, and 50 are from outside Hospital Santa Paula.

900

visitors were given access to free medical tests as well as a free lunch provided by Sodexo in celebration of World Health Day.

▶ A fitness club, opened in June and based inside the hospital’s administrative building, offers employees a choice of six exercise classes a day. *Running for Life*, which uses professional coaches, encourages staff to run twice a week. And every April 7th—World Health Day—the hospital sets up a large tent in a nearby public park and receives visitors, to whom it provides free medical tests and advice about healthy eating, body posture and physical exercise. Sodexo offers free lunches to all who come.

THE LATEST INITIATIVE, launched in late October, is another example of how Hospital Santa Paula promotes community through a humanized approach to care. *Conecte* is a social media platform enabling cancer patients to connect with one another within and outside the hospital, and even beyond Brazil. It also provides access to medical articles and advice. Already a darling

of the media with more than 96 references in its first two weeks, *Conecte* is the brainchild of the Hospital’s Marketing Manager, Paula Gallo. “We wanted to launch an innovative tool that would bring patients within the much larger cancer community closer together, any-time, anywhere. You can get a certain amount of comfort and knowledge from doctors and families, but the only people who can really understand what you are going through as a cancer patient are other patients who have experienced the same thing. What we hope is that with this exchange of information, *Conecte* will help them to feel more confident, more empowered and less alone with their disease.”

In creating a welcoming and warm environment, Hospital Santa Paula not only helps patients gain their strength and renew their health, but the caring doctors and staff help to improve their overall Quality of Life.

“THE EXERCISES MAKE STAFF PARTICIPANTS STRONGER AND MORE FOCUSED, AND AS A RESULT THEY PERFORM BETTER AT THEIR JOBS.”

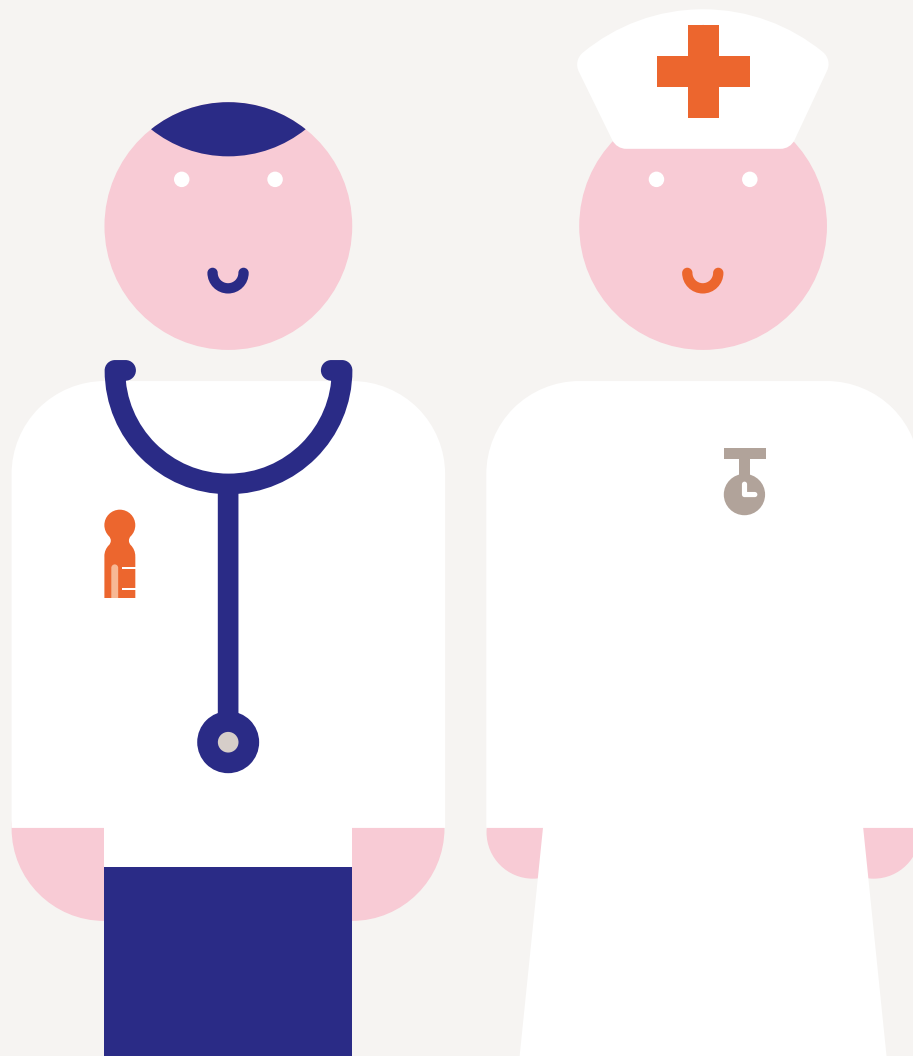
Renan Costa, one of the two fitness coaches at Hospital Santa Paula

Fitness Coach Renan Costa teaches nurses how to strengthen their muscles and increase their heart rate.



SIMPLIFYING THE DAILY LIVES OF HEALTHCARE PROVIDERS

In the fast-paced and high-stakes world of medical care, healthcare professionals often juggle a variety of tasks with little room for error. Innovative, streamlined solutions are cropping up to help lighten the load of these busy workers, improve productivity and expand access to the latest services and equipment along the way.



Medical Device Management

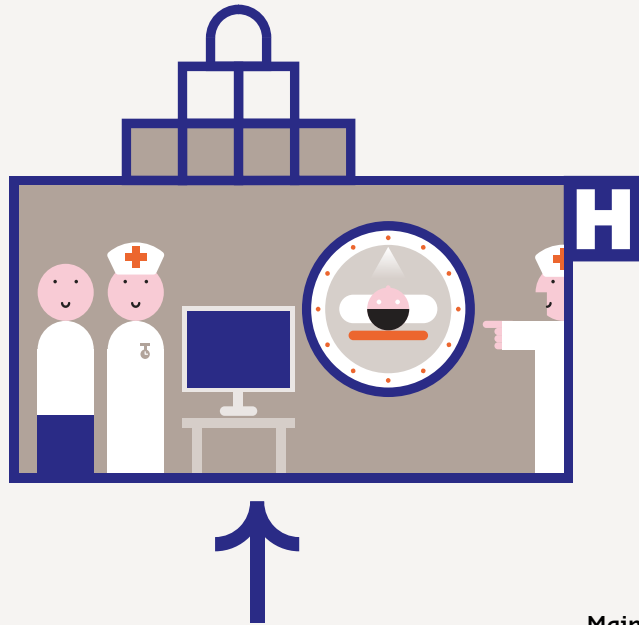
A TAILOR-MADE SERVICE OPENS THE DOORS TO THE LATEST TECHNOLOGY

Through Sodexo’s all-in-one Medical Device Management offer, healthcare providers can deliver a wide range of distinguishing services without purchasing costly medical devices that can often become rapidly obsolete. Thanks to the reliability of Sodexo services and teams, hospital staff can dedicate themselves entirely to patient care, rather than non-medical logistics.

Hospitals in need of MRI, mammography or imaging devices can rely on this innovative Sodexo service.

It includes the expertise of trained technicians who handle every step of the process from equipment delivery to return—allowing hospitals to avoid the costly and time-consuming process of training staff to operate new equipment.

By using the latest, cutting edge devices to care for patients, hospitals are able to distinguish themselves in the competitive medical market.



Installation: Once an equipment need is identified, a single call to Sodexo’s medical device management service ensures the timely delivery of the latest medical devices.

Operation: Sodexo technicians receive specialized training to operate the medical devices during exams and procedures.



Maintenance: Whether a device needs a tune-up, completely breaks down or is simply out of date, Sodexo technicians handle all aspects of repair and upkeep.

Cleaning: Following the procedure, Sodexo’s comprehensive sanitation processes ensure that equipment is properly sterilized, returned and ready for the next client.

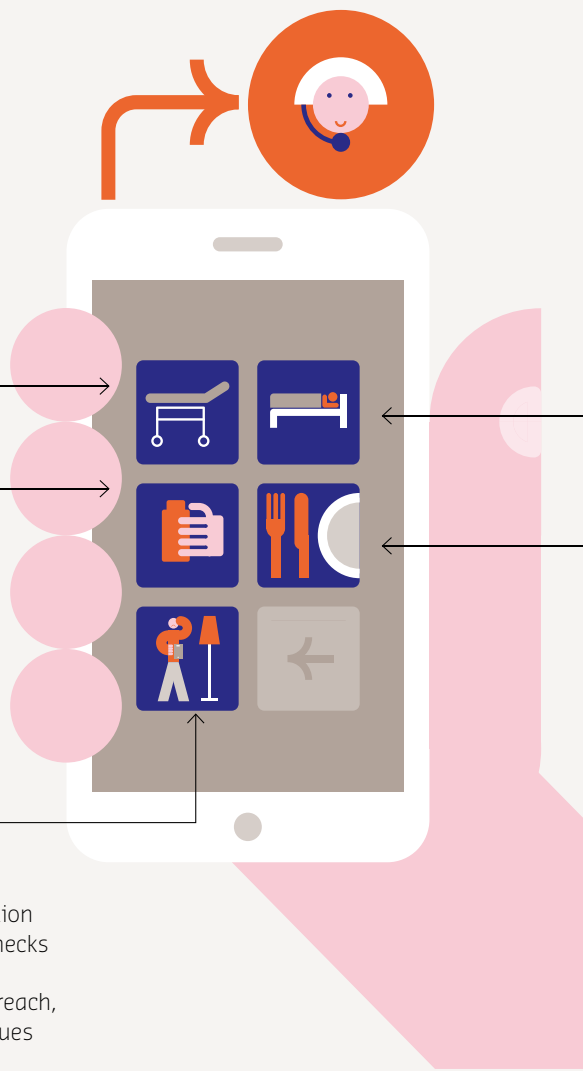
THE MEDICAL DEVICE MANAGEMENT SERVICE began as an answer to a client need in Thailand in 2012. As Sodexo expanded the reach of this service throughout Thailand and Vietnam, it became clear that many hospitals, regardless of size, encounter similar difficulties to justify the need for highly specialized equipment. This service allows healthcare institutions in all corners of the world to provide the latest medical services to their patients. While the program was launched in Asia, Sodexo anticipates that the need for these specialized devices exists in developed and developing countries alike.

200,000
patients receive specialized treatments and exams each year through Sodexo’s Medical Device Management service.

Service Response Center

A SINGLE CONTACT NUMBER FOR EVERY NEED

Sodexo's Service Response Center (SRC) creates a streamlined communication hub for hospital staff and patients alike. In providing the ability to hand off certain non-medical tasks to a third party, this service allows medical staff to dedicate their full attention to clinical care and facetime with patients.



Transportation on-demand
Medical staff can rely on the SRC to handle arrangements for patient transportation. This is one example of the many reliable SRC services that alleviate some of the pressure often experienced by medical staff.

Equipment management
The SRC equipment management capabilities allow hospitals to track rental beds and equipment. With fewer unnecessary rentals remaining in hallways and exam rooms, this service can also yield significant savings for hospitals.

On-call cleaning
Whether a nurse notices a spill in the hallway, a doctor passes by a messy waiting room or a patient finds the cleanliness of their room not up to standard—one call to the SRC dispatches a cleaning team to eliminate the problem.

Nutrition information database
The SRC manages a large patient database and provides the know-how of a well-trained staff to deliver a highly effective room service program. Not only does this service ensure that patient's nutritional needs are met, but it provides a tool for dietitians and nurses to streamline the meal service process.

Remote patient relationships
Medical staff can rest easy knowing that discharged patients have all the information they need to recover at home. The SRC checks in on patients within one day of leaving the hospital. By extending the hospital's reach, readmission rates—one of the largest issues in the industry today—can be reduced.

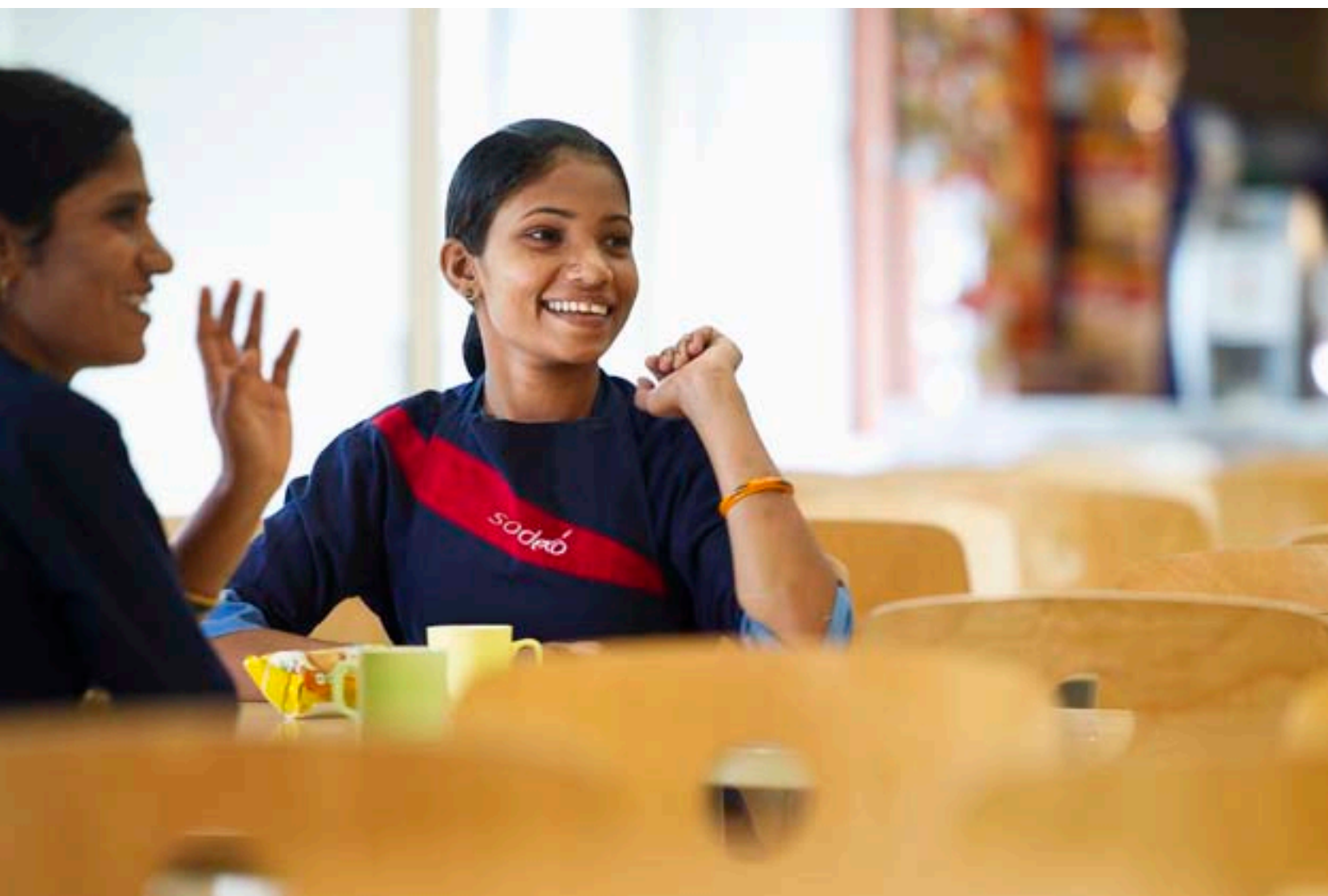
WITH 40 CALL CENTERS SUPPORTING MORE THAN 70 HOSPITALS IN THE US, Sodexo's SRC representatives are privy to a vast range of experience and shared practices—allowing them to learn from one another and increase their capabilities. The added ability to track and analyze response time and problem resolution motivates representatives to constantly improve upon their services and resolve issues efficiently.

500,000
calls on average are handled each month by expert representatives in the SRCs.

SODEXO NEWS

AROUND THE WORLD

A review of Sodexo's recent initiatives
and partnerships that improve
Quality of Life around the world.



SODEXO NAMED THE #1 FRENCH COMPANY FOR GENDER BALANCE

THE FRENCH MINISTER OF STATE
FOR WOMEN'S RIGHTS AWARDED
SODEXO FOR THE GENDER BALANCE
WITHIN ITS LEADERSHIP TEAM.

**THE WORLD LEADER IN QUALITY OF LIFE
SERVICES HAS MADE REAL PROGRESS**

in achieving this balance since launching the Sodexo Women's International Forum for Talent (SWIFT) five years ago. Women now occupy 43 percent of the seats of our Group Executive Committee, 38 percent of the board and 23 percent of the top 300 managers. The company has also won numerous awards in recognition of its achievements in diversity and gender equality around the world.

At a time when Sodexo is continuing to increase the proportion of women among its senior managers, numerous studies have shown how better gender balance leads to better business performance. For example,

the research firm Catalyst found that a 10 percent increase in women on the board correlates to a 21 percent increase in women in executive positions. This in turn leads to return on equity, on sales, and on invested capital.

43%

of the Group Executive Committee members are women.

38%

of the board are women.



"I WANT TO TELL THE CORPORATIONS OF TODAY THAT GENDER DIVERSITY IS MORE THAN JUST A SOURCE OF CREATIVITY AND BALANCE, IT'S THE FUTURE OF MANAGEMENT."

Sophie Bellon, Vice Chairman of Sodexo's Board of Directors and Sodexo Group Special Advisor for Research, Development and Innovation



See more about
Sodexo's commitment
in favour of Gender
Balance

HOME SWEET HOME



BY 2025 THE GLOBAL POPULATION OF PEOPLE OVER 65 WILL DOUBLE TO REACH MORE THAN 800 MILLION.

With this trend comes a growing number of seniors who wish to maintain their independence, coupled with an increased need for quality home services. Sodexo's Home Care services help seniors to maintain their independence and quality of life, allowing

them to remain and live comfortably in their own home. Services are customized to the individual's needs and can include housekeeping, grocery shopping, accompaniment outside the home, preparation of balanced meals, assistance in getting up, bathing and grooming, medication reminders and day and night companionship.

Taking care of students at the Getulio Vargas Foundation in Brazil

Sodexo now provides food services to students at the Getulio Vargas Foundation. The university, one of Brazil's top schools, provides courses in economics, business administration, law and IT on its main campus in Rio de Janeiro.

MAINTAINING AN A+ CLASSROOM: CHICAGO PUBLIC SCHOOLS

Sodexo's ability to improve the Quality of Life of students, faculty, staff and guests

of Chicago Public Schools (CPS) led to significant new business in 2014. Sodexo has been contracted to manage and support the facilities services and energy expenditures at 680 CPS locations across the city. A pilot Integrated Facilities Management service—covering engineering, grounds keeping, custodial, service contracts and energy management, assessment and planning—is also being implemented at 33 schools.

680

public schools in Chicago are served by Sodexo.



TURNING SPORT EVENTS INTO EXTRAORDINARY EXPERIENCES

Royal Ascot, one of the great moments in Britain's sporting calendar, was made even more memorable in 2014 by the arrival of Lenôtre, a symbol of French culinary excellence, as the official caterer. Sodexo, which acquired Lenôtre in 2011, extended its 15-year relationship with Ascot Racecourse, signing a new 10-year contract to provide catering and hospitality services for the 300,000 visitors that attend each year.

Lenôtre's previous sports experience includes the French Open tennis championships at Roland Garros and the Rugby World Cup. For its debut at Royal

Ascot, three fine-dining restaurants were created. Lenôtre executive chef Guy Krenzer revisited the classic traditions of British cuisine in designing a Michelin-star worthy menu, paired with wines chosen by Lenôtre's award-winning sommelier, Olivier Poussier. Lenôtre teams worked alongside Sodexo's UK teams and three-star Michelin chef Tom Kerridge for two years to prepare for the event.

Follow horse racing at Ascot at www.ascot.co.uk and facebook.com/pages/Royal-Ascot



SODEXO UK
AND LENÔTRE
PROVIDED **AN
AMAZING CUSTOMER
EXPERIENCE** THAT
CREATED A KEEPSAKE
FOR EACH GUEST.



A NEW WORLD OF SERVICES FOR ALCATEL-LUCENT EMPLOYEES

As the longstanding partner of French telecoms equipment manufacturer Alcatel-Lucent, Sodexo has been chosen to deliver Quality of Life services at 250 of its sites in 43 countries around the world. Having started with foodservices 15 years ago at its locations in France, Sodexo teams now deliver a wide range of facilities management services. The current project responds to Alcatel-Lucent's objective of providing its employees

with the same quality of service worldwide while improving on-site operational efficiency. The services range from building engineering and grounds maintenance to cleaning, pest control, energy, waste management and security. Sodexo also provides Benefits and Rewards Services for Alcatel-Lucent in 11 countries and delivers concierge and childcare services for employees at sites in France.



AS THE LONGSTANDING PARTNER OF ALCATEL-LUCENT, SODEXO HAS BEEN CHOSEN TO **PROVIDE QUALITY OF LIFE SERVICES IN 43 COUNTRIES.**

REAPING THE GIFT PASS REWARDS IN INDIA



LUCAS-TVS, AN ANGLO-INDIAN JOINT VENTURE IN THE CAR INDUSTRY, is now a customer of India's No. 1 benefits and rewards company: Sodexo. The firm provides the Sodexo Gift Pass, which rewards employee performance while offering a broad choice from affiliated outlets.

Providing access to Brazilian culture

Brazil's Banco Santander has chosen Sodexo's Vale Cultura card as a way of offering cultural goods and services to more than 17,000 employees. The card can be used to buy cinema, theatre and concert tickets, books, CDs and other items—often at a discount. Such Quality of Life improvements have led some of the bank's corporate clients to offer the cards to their own staff.

MAKING SPACE FOR AIRBUS

Sodexo teams are enhancing the working environment of Airbus employees in France as part of a Space Management (SM) services contract. The service consists of: data collection, analysis of requirements, planning, stock management and ordering,

logistics and the updating of building plans. Creating innovative new working areas, managing office moves and providing minor interior works are also covered by a contract that will optimize the available space and contribute to the efficiency and well-being of Airbus staff.

PROVIDING QUALITY OF LIFE AND SAFETY ON BOARD



AS THE OPERATOR OF ONE OF THE WORLD'S LEADING DRILLING FLEETS, SEADRILL HAS TURNED TO SODEXO as its rig network expands—with 32 mobilizations completed without a single Lost Time Incident since 2008. For its West Tucana rig, Sodexo designed and delivered a service that includes equipment purchases for living quarters, accommodation fit-out, maintenance, concierge services and foodservices. From providing homemade meals from the crew's country of origin to performing laundry services and maintaining hotel-standard cabins, teams help to improve onboard Quality of Life and ambiance at remote sites.

ENSURING ON-SITE QUALITY FOR ONE MAIN FINANCIAL/ CITIFINANCIAL



Sodexo has been chosen to provide technical maintenance, building operations and maintenance services at One Main Financial/CitiFinancial's sites. The American financial services corporation has roughly 1,400 retail branches around the world.

Food for thought at an Indian business school

Sodexo is now providing foodservices for 1,000 students and teachers at IBS-Hyderabad, one of India's top business schools. As aspirations rise among young Indian professionals, demand is growing rapidly for quality catered food.



MOBILIZING EMPLOYEES AGAINST HUNGER

THE 2014 SERVATHON, A KEY FEATURE OF SODEXO'S STOP HUNGER CAMPAIGN, HELPED PEOPLE IN NEED ACROSS THE GLOBE

Fighting hunger and malnutrition around the world has been the focus of Sodexo's Stop Hunger initiative since it was first launched in 1996. For the past 10 years, the focal point of the program has been the annual Servathon, when Sodexo teams devote time and energy to helping others. In 2014, more than 33,000 employees in 36 countries donated and collected enough food for 815,000 meals and raised funds during April and May.

In total, the volunteers spent more than 82,100 hours helping people in their local communities to get enough to eat. In some cases, employees joined forces with customers to provide meals, organize food-donation drives and raise a total of \$325,00 to support local Stop Hunger initiatives. Working with nearly 500 NGOs, Sodexo staff also supported Servathon by sharing expertise in cooking, nutrition and good safety.



IN 2014, MORE THAN
**33,000 SODEXO
EMPLOYEES**
IN 36 COUNTRIES
DONATED AND
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ENOUGH FOOD FOR
815,000 MEALS.

SUPPORTING SMALL BUSINESSES



TO SUPPORT THE GROWTH OF SMALL TO MEDIUM-SIZED ENTERPRISES (SMES) around the world, Sodexo has pledged to purchase products and services from SMEs totaling \$1 billion by 2017. Announced at the 10th Clinton Global Initiative Annual Meeting, the “Commitment to Action” aims to benefit up to 5,000 businesses in 40 countries, with 1,500 of those SMEs being owned and operated by women.

“SMALL AND MEDIUM-SIZED ENTERPRISES ARE KEY ENGINES FOR GROWTH AND JOB CREATION.”

George Chavel, President and CEO, Sodexo North America

Fortune’s 2014 World’s most admired Companies survey

Sodexo continues to be among the most admired companies in the Diversified Outsourcing Services sector, according to *Fortune Magazine’s* 2013 corporate reputation survey. Nearly 4,000 business executives, directors and analysts rated roughly 700 companies from 30 countries based on nine criteria, from innovation to global competitiveness.

SODEXO WINS PARTNERSHIP AWARD FROM UNILEVER

Sodexo was presented with the World Class Service & Quality Award for the rollout of a global Facilities Management Transformation (FMT) program during Unilever’s “Partner to Win” summit in London. The summit was an opportunity for Unilever to deepen its relationship with over 300 supplier representatives and to

recognize those who have made a winning contribution to its business. The FMT program deployed by Sodexo in January 2012 has substantially improved efficiency and delivered significant cost savings, whilst also focusing on customers and service excellence.



LEADING THE DOW JONES SUSTAINABILITY INDEX

SODEXO COMPLETES A DECADE OF UNBEATABLE PERFORMANCE IN A KEY SUSTAINABILITY BENCHMARK

Sodexo has been named Global Sustainability Industry Leader in its sector for the 10th year in a row by the Dow Jones Sustainability Index, the longest-running global sustainability benchmark. The company earned a perfect score (100) for the positive local impact of its business operations worldwide and also secured the

highest score in its industry in the social pillar. The index is a major reference point in sustainability investing for investors and companies alike. Produced in partnership with sustainability experts RobecoSAM, the index is based on a detailed analysis of corporate economic, environmental and social performance.

Hospital Santa Paula

Join us behind the scenes of Hospital Santa Paula in Brazil and discover this facility's commitment to the Quality of Life of its patients.

See the full report in the *Life Size* section

Introducing Kalliopi Megari

The Clinical Neuropsychologist discusses the importance of a holistic approach in improving the well-being of the chronically ill.

See the Q&A in the *Meet the Experts* section

Better living with a chronic disease

The development of technological and medical advancements helps meet the exploding demand for outpatient care. Learn how targeted services can support this rapid expansion.

Read about it in the *Issues and Topics* section

Improving staff well-being

Hospital staff often has to juggle a variety of tasks—medical and non-medical alike. Innovative new services exist to save time for healthcare providers and help them focus on the heart of their profession: patient care.

Check out Sodexo's solutions in the *User Guide* section



THE QUALITY OF LIFE EXPERIENCES
MAGAZINE IS AVAILABLE ON LINE

IN ENGLISH, FRENCH, AND SPANISH ON [SODEXO.COM/HEALTHCARE](https://www.sodexo.com/healthcare)