

# Quality of LIFE No. 04 Experiences

**LIVING OUT  
THE GOLDEN YEARS**  
in an engaging  
environment

**RELYING ON THE POWER  
OF MEDICAL HYPNOSIS**  
with Dr. Fabienne Roelants  
and Dr. Christine Watremez

**EXCEEDING  
EXPECTATIONS**  
AT NEBRASKA  
MEDICINE IN THE U.S.



## CONTRIBUTORS



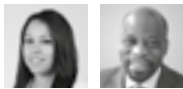
Clinical anesthesiologists **Dr. Fabienne Roelants** and **Dr. Christine Watremez** explain why and how medical hypnosis helps to improve the quality of a patient's experience before, during and after surgery. Explore this issue further in the *Meet the Experts* section.



**Dr. Brad Britigan**, President of Nebraska Medicine and Dean of University of Nebraska Medical Center's College of Medicine, **Dr. Alan Langnas**, Director of Liver Transplantation and **Dr. Phil Smith**, Medical Director of the Biocontainment Unit, Nebraska Medicine explain how this facility raised the bar on patient care and safety in the *Life Size* section.



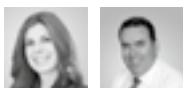
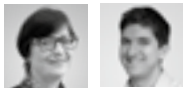
**Dr. Betsabé Lara Arrambide**, Mexican doctor, Centro Médico Sabinas; **John Ogunkeye**, American CFO, Accreditation Council for Graduate Medical Education; **Bonnie Clipper**, American author and Chief Nursing Officer, Medical Center of the Rockies; **Dr. Bertrand Pauget**, French Research Professor of Management, European Business School of Paris; **Christiane Chevillard**, French Project Manager, National Association for the Education of Hospital Staff, and **Christopher Brooks**, British Senior Policy Manager for Consumer and Community, Age UK, examine the multi-generational workforce from all angles in the *Issues and Topics* section.



**Carissa Kelly**, Director of Lifestyle and Activities, The Terraces of Phoenix, **Richard Nix**, Sodexo Director of Dining Services, The Terraces of Phoenix, and **Michael Ramscar**, Clinical Researcher with the Linguistics Department of the University of Tübingen, Germany, share what it means to age successfully in the *Aging Well* section.



**Peggy Theile**, Sodexo Senior Brand Manager of Patient Transport, explains how a unified approach to transport services fosters a more caring environment for patients as well as greater continuity and efficiency in the *User Guide* section.



**Editorial Committee:** Patrick Boulier (Latin America) - Patrick Connolly (USA); Willy Gautier (France); Simon Scrivens (UK) - Stuart Winters (Asia Australia). **Editor-in-chief:** Sophie Delaval. **Editorial coordination:** Kasha Kruse. **Research, copy, design and layout:** BAEL. **Journalists:** Trevor Huggins, Lori Tomonari, Victoria Nagel Hauzy. **Photo credits:** Bea Uhart/CAPA Pictures (p. 2-7); DR/B. Lara Arrambide, DR/B. Clipper, DR/J. Ogunkeye, DR/B. Pauget, DR/C. Chevillard, DR/C. Brooks, DR/M. Klaffke (p. 10-13); Jessica Chou/CAPA Pictures (p. 14-17); Ryan Donnell (p. 18-30); Grundini (p. 31-33); Samsung Electronics Switzerland (p. 33); iStock 2015 (p. 34); ECPAF/France/2013/Jérôme Salles (p. 35); Sodexo photo library (p. 36-37).



"HYPNOSIS CAN BE QUITE EMPOWERING AS  
**IT ENABLES  
THE PATIENT  
TO BECOME  
A MAIN ACTOR**  
IN THE OVERALL CARE PROCESS."





18

EXCEEDING  
EXPECTATIONS AT  
**NEBRASKA  
MEDICINE IN  
THE U.S.**



**02 Meet the Experts**

Perfecting the art of medical hypnosis as an alternative to traditional anesthesia.

**08 Quality of Life Trends and Figures**

Key learnings from Sodexo's *International Leaders' Survey*.

**10 Quality of Life Issues and Topics**

Addressing the challenges and opportunities created by the multi-generational workforce in hospitals.

**14 Aging Well**

Improving Quality of Life as we age means focusing on growing and not just growing older.

**18 Life Size**

Going above and beyond the expected at Nebraska Medicine.

**29 User Guide**

Revamping transport services to improve patient care and hospital efficiency.

**32 Sodexo News Around the World**

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





Dr. Fabienne Roelants  
and Dr. Christine Watremez

# MEDICAL HYPNOSIS

POWERFUL ON THE MIND,  
GENTLE ON THE BODY

In response to patients' requests for alternatives to traditional anesthesia, anesthesiologists at the Saint-Luc University Hospital in Brussels, Belgium, have perfected **the art of medical hypnosis with surprisingly beneficial effects on both the body and the mind.**

## BIO

Clinical anesthesiologists **Dr. Fabienne Roelants** and **Dr. Christine Watremez** helped develop the use of hypnosis in the operating theater at the Saint-Luc University Hospital in Brussels.

Throughout their careers, they have participated in many international conferences and written countless articles on the benefits of hypnosis.





**Dr. Fabienne Roelants,**  
Clinical anesthesiologist at the Saint-Luc University Hospital in Brussels

**Dr. Fabienne Roelants** and **Dr. Christine Watremez**, both clinical anesthesiologists trained in medical hypnosis, explain why and how this innovative technique helps improve the quality of a patient's experience before, during and after surgery.

---

---



“HYPNOSIS CAN BE QUITE EMPOWERING AS  
**IT ENABLES THE  
PATIENT TO BECOME  
A MAIN ACTOR**  
IN THE OVERALL CARE PROCESS.”


When surgery was recommended for a breast cancer patient at Saint-Luc University Hospital, the patient requested that it be done under medical hypnosis, as she had previously experienced severe nausea from general anesthesia. While she responded and recovered extremely well, a full mastectomy was recommended when the cancer unfortunately returned. Once again, she requested surgery under hypnosis. After this second, far more difficult operation was over, the patient had a surprisingly optimistic impression of the entire process.

**How do you explain this patient’s incredibly positive reaction to an operation that would typically leave many women devastated?**

—  
**Dr. Fabienne Roelants:** Medical hypnosis calls upon certain resources from within the patient that enable him or her to attain a natural state of modified consciousness, generally

by reliving a pleasant memory or experience. Because this particular patient’s life had been very difficult—she had no real positive memories to speak of—the hypnosis allowed her to experience something completely new. By using her imagination, she was able to leave the rest of her life behind for a while and escape. Her mastectomy became secondary in importance to her experience under hypnosis.

**So how does medical hypnosis work?**

—  
**Dr. Christine Watremez:** First of all, the surgeons identify patients that are particularly receptive to the concept of hypnosis. We then conduct a general medical exam and ensure that they understand the hypnotic process. We ask the patient to think about a pleasant memory. Then, at the time of the operation, by using specific words and speaking in a particular tone of voice, and by focusing on certain parts 

# “WE DEVELOP A DEEPER RELATIONSHIP WITH THE PATIENT THAT GIVES US ALL A NEW PERSPECTIVE ON OUR PROFESSION THAT IS MORE OPEN-MINDED.”

▶ of the body, we help them relive their memory and arrive at this desired modified state. Our role is to accompany and monitor the patient very closely. If the operation becomes more complicated and hypnosis is no longer appropriate, we administer general anesthesia with the patient’s approval.

## What is the draw of hypnosis?

---

**F.R.:** Today, many patients are looking for a more natural, and less medicated approach to their care. Some patients have also had negative experiences with general anesthesia in the past and fear these experiences will be repeated.

## Are certain surgical interventions more successful than others?

---

**C.W.:** The success of medical hypnosis depends on the patient as well as the type of procedure. For hypnosis to work, the patient’s cooperation and motivation are essential, as is their trust in us. Furthermore, it’s not for every type of surgery. Studies and our own personal experience show that hypnosis is very successful for certain surface procedures, such as thyroid interventions, breast cancer,

plastic and reconstructive surgeries, hernias, vascular issues, colonoscopies and in-vitro fertilization (IVF).

## What are the risks and main benefits?

---

**F.R.:** So far we have only observed benefits. Compared to general anesthesia, patients experience less post-operative pain, fatigue, nausea and vomiting. They need less pain medication, they recover faster, and, as a result, spend less time in the hospital. In addition, scarring tends to be minimized. As for IVF, there are more successful pregnancies when medical hypnosis is used than when it is not used.

## How does hypnosis improve the patient’s overall Quality of Life?

---

**C.W.:** While hypnosis offers numerous physical benefits, it can also be quite empowering as it enables the patient to become a main actor in the overall care process. Hypnosis also provides a positive experience that patients can call upon later in their lives. We teach patients a technique and they can, to a certain degree, induce this state of modified consciousness themselves during life’s more stressful moments.





**Dr. Christine Watremez,**  
Clinical anesthesiologist at the Saint-Luc University Hospital in Brussels



Watch the video interview on the Quality of Life Observer.



Watch a medical team at Saint-Luc University Hospital conduct a surgery under hypnosis. This report from Euronews Science by the Associated Press was filmed in 2011.

### What is your relationship with the surgeon and the nurses when medical hypnosis is involved?

**F.R.:** For the comfort and well-being of the patient, it is critical that we get along well with the surgeon and the nurses in the operating theater. We work side by side in a calm, precise, collaborative manner. As we have an active role through the entire surgery, we work very closely with the surgeons, who consult with us before each important decision.

### What impact does this technique have on the medical team?

**C.W.:** A very human exchange takes place in the operating theater. We develop a deeper relationship with the patient that gives us all a new more human and open-minded perspective on our profession. This collaborative approach

tends to impact our interactions and relations with other colleagues, creating a more harmonious overall work environment.

Contact Dr. Fabienne Roelants and Dr. Christine Watremez at [fabienne.roelants@uclouvain.be](mailto:fabienne.roelants@uclouvain.be) and [christine.watremez@uclouvain.be](mailto:christine.watremez@uclouvain.be)

# FOCUS ON QUALITY OF LIFE: A TOP PRIORITY FOR HEALTHCARE DECISION-MAKERS

The Sodexo Institute for Quality of Life\* conducted the first international survey dedicated to Quality of Life as a factor of performance. The study was conducted among 780 top leaders and key decision makers from three different sectors (Corporate, Healthcare and Universities) across six countries (United States, United Kingdom, France, Brazil, India and China). Discover the responses from leaders in today's hospitals.

## LEADERS IN HOSPITAL RECOGNIZE QUALITY OF LIFE AS A STRATEGIC PRIORITY TODAY AND FOR THE FUTURE

**90%**  
OF LEADERS FROM HOSPITALS

"TOTALLY AGREE" THAT THEY PLACE A HIGH LEVEL OF IMPORTANCE ON IMPROVING QUALITY OF LIFE IN THEIR ORGANIZATION.

**79%**

VIEW QUALITY OF LIFE IMPROVEMENT AS A GROWING FUTURE CHALLENGE

The political pressure of new laws and regulations as well as the increasing demands of patients drives leaders to focus on Quality of Life.

## QUALITY OF LIFE IS ALREADY IN ACTION

Quality of Life initiatives implemented in healthcare facilities concern the following key areas:



**91%**

### Physical environment

Everything that contributes to a patient's safety and comfort—including room furniture and equipment, spaces with low noise levels, optimal temperatures, facility maintenance and comfortable visiting areas.



**86%**

### Health and nutrition

All aspects that support patient well-being, from tasty and nutritious meals to on-site physical activities.



**81%**

### Ease and efficiency

Factors—such as reduced waiting time, flexible meal hours, streamlined patient transport—that impact a patient's ability to carryout activities smoothly with minimal interruptions.



**72%**

### Social interactions

Various components that help to strengthen bonds among patients and their families, such as access to welcoming group activities and on-site entertainment and events.

Out of all the leaders from hospitals surveyed:



**56%**

### have a dedicated budget



**76%**

### have a dedicated program

that increases staff awareness of the importance of Quality of Life

\*The Sodexo Institute for Quality of Life gathers and develops insight on the drivers of Quality of Life and their impact on performance.

---

---

## 60% OF LEADERS IN HOSPITALS IDENTIFIED THE LINK BETWEEN QUALITY OF LIFE AND PERFORMANCE

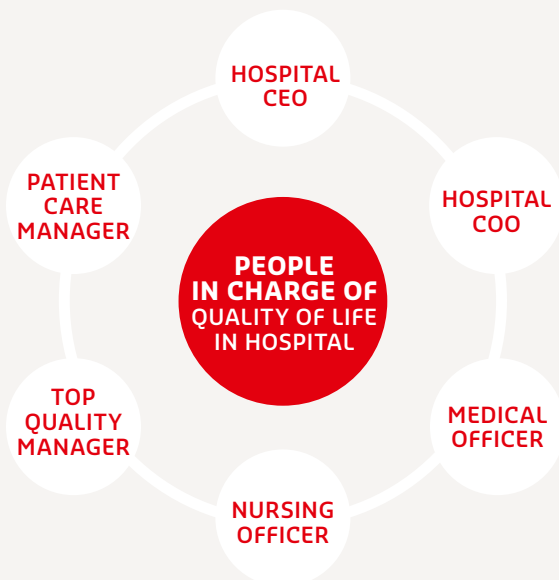
For these leaders, a focus on Quality of Life improves performance in the following areas:

- 1 Patient satisfaction
- 2 Image and reputation
- 3 Staff efficiency
- 4 Business and economic performance
- 5 Quality of care

---

## QUALITY OF LIFE IS A PRIORITY THROUGHOUT THE HEALTHCARE FACILITY

The Quality of Life initiatives often involve several leaders, which reflects the level of importance healthcare organizations place on this issue.



## WHAT CHALLENGES REMAIN?

Leaders are aware that investing in Quality of Life is not just a question of budget. While cost was the most cited obstacle (58%), leaders also identified challenges such as:

Enabling a **cultural transformation** in their organization

**Better implementing programs**

**Professionalizing practices**

## + WANT TO LEARN MORE ABOUT THIS STUDY?

LOG ON TO  
THE QUALITYOFLIFE.OBSERVER.COM  
AND DISCOVER:



An overview and data wall of complete study results and a downloadable study abstract



Take the quiz to compare your organization's Quality of Life performance with other top organizations in the healthcare sector



# MANAGING STAFF ACROSS THE AGES AT THE HOSPITAL

---

In today's hospitals, three generations of nurses, doctors and staff currently work side-by-side. With this mix of ages also comes varied expectations and working styles. These differences can either create tension or can produce opportunities.

As the multi-generational workforce is present across all cultures and continents, experts from around the globe offer insight on how to make the most of what each generation has to offer.



**BOOMERS**  
born 1946-1963

Occupying a high number of leadership positions, Boomers are considered to be dedicated and loyal workers. At the same time they are known to be competitive and like to challenge the rules.



**GEN X**  
born 1963-1980

Many Gen Xers witnessed widespread corporate downsizing throughout their careers. They are often highly independent and also seek a mix of advanced career options and a balance between their personal and professional lives.



**GEN Y**  
born 1980-2000

Having grown up surrounded by technology, Gen Yers are used to "instant" communication and response. They are optimistic, inclusive and seek answers. They enjoy group work and have an entrepreneurial spirit.



**BONNIE CLIPPER,**  
Chief Nursing Officer, Medical  
Center of the Rockies, and  
author of *The Nurse Manager's  
Guide to an Intergenerational  
Workforce*, 2012, USA.



**CHRISTIANE CHEVILLARD,**  
Project Manager, National  
Association for the training of  
Hospital Staff (ANFH), France.



## AN ONLINE MULTI-GENERATIONAL RESOURCE HUB

**BASED ON INTERVIEWS CONDUCTED WITH FRENCH HOSPITAL MANAGERS,** the ANFH developed an online informational resources platform on the multi-generational workforce. This tool provides key insights on how to unite intergenerational teams while respecting the differences of each generation. ANFH hospital managers can deepen their understanding of the issues through testimonials, case studies, articles and best practices shared on this online information hub. This resource has also since been used to create regional training programs.

**60%**  
**OF HOSPITAL  
MANAGERS  
DEAL WITH  
INTERGENERATIONAL  
TENSION BETWEEN  
STAFF MEMBERS**

Source: *Managing an Intergenerational Workforce: strategies for Health Care Transformation*, American Hospital Association, 2014.

## UNDERSTANDING WHAT MAKES GENERATIONS DIFFERENT

“It is crucial for nursing managers to take the time to learn what is important to each generation. Successful management hinges on our ability to reduce generational conflict, promote engagement and take advantage of what these differences bring to the table. Without overgeneralizing, we must find what works for each age group. For example, Xers tend to value their independence and seek a healthy work-life balance, while Gen Y favors group activities and feedback. Given this assessment, we can maximize Gen Y’s engagement by avoiding micromanagement styles and involving them in decision-making processes and leadership opportunities.

It is also crucial to recognize that these differences cannot simply be attributed to one’s age. In this past decade for example, the sheer size of Gen Y has made the college acceptance process extremely competitive. Growing up surrounded by this type of rivalry, the competitive spirit comes rather naturally to Gen Y —particularly when compared to Xers who come from a much smaller generation. Acquisition and management of quality employees is the most important issue we as managers face. As such, we must focus on building our understanding of generational differences and why these differences exist.”

**“WE MUST FIND WHAT WORKS FOR EACH AGE GROUP AND CUSTOMIZE COMMUNICATION AND LEADERSHIP STYLES TO ALLOW EACH GENERATION TO BE SUCCESSFUL AND FULFILLED IN THE WORKPLACE.”**



**DR. BERTRAND PAUGET,**  
 Research Professor of  
 Management, European  
 Business School of Paris,  
 France. He co-conducted  
 a study with Dr. Ahmed  
 Dammak between 2011  
 and 2013 exploring  
 managers' perceptions  
 of Generation Y.

## ARE WE TOO QUICK TO JUDGE GENERATION Y?

### What are some takeaways from your survey on perceptions of Gen Y in the healthcare industry?

The notion of generations refers to people of the same age group who share the same codes, practices and place within a society. Each has been similarly “shaped” by the historical events of their time. My study reveals that older generations tend to view Gen Y as one that struggles with conventional hierarchy and instead places a great deal of value on individual abilities; demands for better work-life balance; lacks dedication; and is by nature hyperconnected.

But these generalizations are somewhat unfair. If you think about it, older generations had some of the same expectations—they are simply more visible today. For example, technology creates the need to set boundaries that weren't needed before. Previous generations were able to completely detach from work once they left. Today, work responsibilities are ever-present with the arrival of smartphones. Gen Y is simply the first generation that has had to set these limits.

### Why is it that Gen Y in particular faces such heavy criticism?

The massive wave of Gen Y, which is much larger than Gen X, entered the workforce in mid-2000, at the same time that the first boomers began to hit retirement age. The reputation they developed among older colleagues for shunning authority or not investing themselves enough in their work has more to do with the fact that their arrival simply threw off the balance of the workforce.

### What do these perceptions of Gen Y reveal about the workforce in general?

The criticisms facing Gen Y reveal a deeper problem. The arrival of younger workers highlights the difficulties institutions face in revamping practices and adapting to changing expectations. Instead of thinking in terms of age, organizations would benefit from cross-generational processes focused on motivating the entire workforce and increasing performance.

**50%  
 OR MORE  
 OF YOUNGER  
 EMPLOYEES  
 ARE  
 DISMISSIVE OF  
 THEIR OLDER  
 COLLEAGUES'  
 ABILITIES**

Source: *Managing Human Behavior in Public and Nonprofit Organizations*, Robert B. Denhardt, Janet V. Denhardt, Maria P. Aristigueta, 2013.

**“THE DEBATE OVER THE GENERATIONS NEEDS TO SHIFT: WE NEED TO FOCUS ON MAKING ORGANIZATIONS EVOLVE RATHER THAN SOLVING THE PROBLEM OF A SINGLE GENERATION.”**





**DR. BETSABÉ LARA ARRAMBIDE,**  
Centro Médico  
Sabinas, Mexico.

## THE KNOWLEDGE TRANSFER FROM BOOMERS TO GEN Y

**GIVEN THE LARGE AGE GAP BETWEEN BOOMERS AND GEN Y, A MENTOR-MENTEE RELATIONSHIP SOMEWHAT NATURALLY OCCURS.** “What I like most about Boomer doctors is the incredibly vast amount of information they hold,” says Dr. Betsabé Lara Arrambide, a 25-year-old doctor in Mexico. “My generation has benefitted from

*technology—we have everything we’ve ever learned at our fingertips on our cell phones—but we have become quite reliant on it.”* Boomers on the other hand, who studied volumes of textbooks, have always internalized their knowledge. “They learned the old-school way,” says Dr. Arrambide. “And it’s pretty amazing that they always have the answer.”



**JOHN OGUNKEYE,**  
CFO, Accreditation Council for  
Graduate Medical Education,  
USA.

## “A NEW NORMAL IS BEING DEFINED BY THE CHANGING SYSTEM AND THE OUTLOOK OF NEW GENERATIONS.”

The inherent expectation of a Boomer doctor is to work 15 hours a day—that’s just the way it’s always been done. But Gen X and Y are looking for moderation and using every tool at their disposal to work faster and more efficiently. These expectations align with the changing times. “Today’s doctors aren’t paid based on the number of patients they see, but rather the quality of service they provide,” says Ogunkeye. “So it’s not about how long we work, but how smart we work.”



**CHRISTOPHER BROOKS,**  
Senior Policy Manager for  
Consumer and Community  
at Age UK\*, United Kingdom.



## KEEPING EXPERTISE IN THE WORKFORCE

“We see quite often that older employees are choosing to wind down slowly into retirement by working shorter days or fewer days a week. Flexible work in general, including voluntarily switching to part-time work, is on an upward trend and is likely to continue through the years. This increased flexibility, if implemented properly, can be beneficial for everyone involved. For older employees, it can be easier to gradually transition into retirement rather than to suddenly stop working. But it makes a lot of sense for organizations as well. Healthcare facilities can retain the career-long expertise of this generation in the labor market for a longer period of time. In addition, both younger and older employees benefit from the transfer of skills—which goes both ways.”

\* Age UK is the country’s largest charity dedicated to inspiring, enabling and supporting older people.

# IT'S NEVER TOO LATE TO LEARN AND GROW AT THE TERRACES OF PHOENIX

“Right where you want to be” is the signature tagline for the senior living community in Arizona, that operates on the belief that helping residents continue to grow contributes to their successful aging.

**T**he Terraces of Phoenix is one of 43 senior communities managed by American Baptist Homes of the West, a charitable organization dedicated to helping seniors stay engaged and live life to the fullest. Originally founded as Orangewood in 1959, The Terraces of Phoenix is a senior community where residents really want to be, thanks to its partnership with Masterpiece Living. This program promotes successful aging through ideas and tools that educate, train, coach and track success.

## FOCUSING ON THE MIND, BODY AND SOUL

*“Masterpiece Living embodies our belief in maximizing residents’ potential, no matter their limitation,”* explains Carissa Kelly, Director of Lifestyle and

Activities at The Terraces of Phoenix. *“Every staff member has a different job but our roles are the same. We are committed to encouraging and empowering our residents to take ownership of their aging experience.”* Masterpiece Living helps create the kind of environment in which all residents can continue to grow and develop.

## THE FOUR PILLAR APPROACH

Home to 323 people between the ages of 70 and over 100, The Terraces of Phoenix is organized into four different levels of living: independent, assisted, memory support and the health center. The 50 recurring activities, offered multiple times a week, or on a weekly, bi-weekly or monthly basis, are tailored and adapted to each different level. They are designed to provide

residents with a spiritual, intellectual, social and physical balance—what Masterpiece Living calls its four-pillar approach to successful aging.

## NEVER A DULL MOMENT

An integral part of the Masterpiece Living approach is *Mindful*, a mind-body-spirit program that works the brain and keeps the body healthy. Other spiritually focused activities include roundtable discussions on topics such as “How Happiness Thinks” and “Chicken Soup for the Soul,” guided meditations, Tai Chi, and a chorale group called *Sing and Be Happy*. These activities uplift the spirit, and provide residents with a sense of purpose and an opportunity to connect with something bigger than themselves. *Food for Thought*, held twice a month, is a small current

**Residents enjoy participating in dinnertime debates with guest speakers** (top right). Following the discussion, they observe live cooking demonstrations with Sodexo’s Chef Stephen Love (bottom right).





**Celebrating birthdays** at the Terraces of Phoenix is a joyous occasion for everyone.



## “DINING IS AN INTEGRAL PART OF LIFE

here and often sets the tone for the rest of the day. Our *Chef Stage Center* program features Executive Chef Stephen Love and our registered Sodexo dietician, Lauren Richardson, in a live cooking demonstration. We focus on nutritious, flavorful meals, including gluten-free, vegetarian and sustainably grown options that align with the successful aging physical component we encourage.

*Drinks with Richard* is a twice-monthly happy hour for cocktails, appetizers and conversation. *Grille at the Terraces* is a reservations-only, multi-course gourmet meal complete with paired wines, live piano playing, and tuxedo-suited waiters. We believe that meals should be a time to enjoy good food and good company in a supportive and stimulating atmosphere that feels like home.”

**Richard Nix, Sodexo Director of Dining Services, The Terraces of Phoenix**

► events discussion group held over dinner. It was introduced when The Terraces of Phoenix learned that their residents’ greatest preoccupation is the current state of the world. This event allows them to articulate their opinions, learn from and listen to others, exchange ideas and information, and build confidence.

### A WIDE SELECTION OF TOP QUALITY CLASSES

“Studies show that greater involvement, and more connections and physical movement result in a better immune system, longer life and an overall higher sense of well-being,” says Kelly. Based on this research, The Terraces of Phoenix recently launched *Terraces University*, an on-site innovative program providing continuing education. While receiving credits, residents can choose from a wide selection of top-quality classes

based on the same four-pillar approach. Everything from practical economics to religious studies, computer literacy and physical fitness are part of the curriculum. Additional seasonal outings, parties, speakers, entertainers and workshops complete the busy calendar and encourage residents to continue to build meaningful connections and make new friends.

### THE BIG PICTURE

Kelly sums up Masterpiece Living at The Terraces of Phoenix in a way that speaks as much to society at large as it does to the individual. “Residents come here to live the best years of their lives and to be really engaged. In providing them with this kind of environment we aim to change the public’s perception of aging. We keep the bar high to let our residents know that we believe in them and in their capacity to age successfully.”

---

---

# 5 THINGS TO KNOW ABOUT THE MYTH OF COGNITIVE DECLINE

by Dr. Michael Ramscar



## BIO

Dr. Michael Ramscar is a Clinical Researcher with the Linguistics Department at the University of Tübingen, in Germany.

His research on the learning capacity of a healthy brain throughout a lifetime has led to a new appreciation of the accumulation of knowledge in aging adults.

## TALK ABOUT BRAIN ATROPHY IS SERIOUSLY OVERBLOWN.

When comparing the non-diseased brains of a healthy 20-year-old and a healthy 70-year-old, there is no significant difference between them in terms of the number of brain neurons. The main neural changes are a reduction of grey matter and a reorganization of white matter. This is the consequence of learning, and is to be expected.

# 1

**OUR BRAIN IS A NON-STOP LEARNING MACHINE.** We absorb new information all the time. The healthy aging brain, like the younger brain, continues to accumulate knowledge.

# 4

“THE BRAINS OF OLDER PEOPLE DO NOT GET WEAK. **ON THE CONTRARY, THEY SIMPLY KNOW MORE.**”

**IT'S VERY DIFFICULT TO MEASURE HOW MUCH WE LEARN BECAUSE THE STATISTICS OF HUMAN EXPERIENCE ARE SKEWED.**

Our intuitive thinking about memory tends to ignore that each of us is over-specialized in some things and knows nothing about other things, just as it tends to ignore the permanent state of learning that exists in all healthy brains. How and what we learn is far more complex than what we can intuitively grasp.

# 2

**FOR EVERY ACTION THERE IS AN EQUAL AND OPPOSITE REACTION.** Whenever our brain learns a skill in one area, it does so by slightly turning down skills in other areas. We cannot go through life continuously learning and maintain the same rate or accuracy with which we access a memory. Some things are going to get harder as we get older. That's the price we pay for knowing more.

# 3

## YOUR BRAIN IS PART OF YOUR BODY, SO KEEPING YOUR HEART HEALTHY KEEPS YOUR BRAIN HEALTHY.


In fact, vascular health is an overwhelming predictor of brain health. The more people realize that everything in their body is interconnected, the more motivation they will have to care for their bodies, which of course, in turn will help them care for their minds.

# 5



Surgeons in the  
operating room  
of Nebraska Medicine.





# NEBRASKA MEDICINE

GOING ABOVE AND  
BEYOND EXPECTATIONS  
IN PATIENT CARE

Known for its top quality, innovative and highly specialized clinical care, Nebraska Medicine is also a home away from home where **patients find themselves in a warm, embracing community that puts them at the center** of every step of their treatment and healing process.



**Kate Boulter, Lead Clinical Nurse** makes patient safety and well-being a top priority in the Biocontainment Unit.

“The actions of our team far exceed what’s expected of them. **Our nurses build strong, meaningful relationships with the patients.**”

**Kate Boulter, Lead Clinical Nurse at the Biocontainment Unit**

**D**R. RICK S. AND JOURNALIST ASHOKA M. were both seriously ill with the Ebola virus when they arrived at Nebraska Medicine’s Biocontainment Unit in the fall of 2014. They received about two and a half weeks of intensive care with medical staff in the room at all times, and the support of a large multi-disciplinary team that included a virologist, a psychologist and a social worker. Following treatment, they fully recovered and returned to Africa earlier this year.

**THIS TYPE OF SPECIALIZED** personalized 24/7 care for Ebola patients is not available just anywhere. Nebraska Medicine’s Biocontainment Unit is

one of only three in the U.S. In 2004, when Nebraska Medicine appropriated an unused pediatric transplant ward equipped with its own air-handling system and five bubble-like rooms, for Dr. Phil Smith, Medical Director of the Biocontainment Unit, it was “*a dream come true.*” The walls and ceilings were rendered impervious to bacteria; the unit’s airflow system was re-engineered to enable continuous, fail-safe air purifying exchanges, and a specially designed two-door auto-clave was installed.

**CROSSING BETWEEN “CLEAN” AND “DIRTY” ZONES** of the Biocontainment Unit requires donning and doffing head-to-toe Personal Protection



“We came here because it’s the best care you’ll ever get. The team is wonderful. **They speak to you straight and know how to communicate.”**

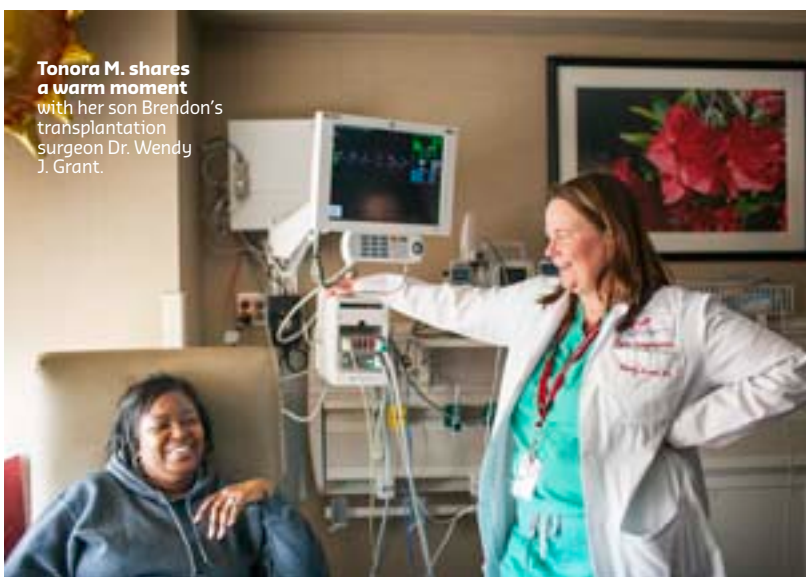
Tonora M., mother of a multi-organ transplant patient



**“NEBRASKA MEDICINE PROVIDES THE HIGHEST QUALITY OF MEDICAL CARE**

with a focus on optimizing the experience of the patients and their families. This is the meaning of “Serious Medicine, Extraordinary Care,” our tagline and modus operandi. Our mission is to provide a breadth and depth of medical services in tertiary and quaternary care balanced with a patient-centric approach that considers the whole patient and family and speaks to the more humanistic component of caring. As partners with Nebraska’s only public medical school and teaching hospital, it is also our mission to train the state’s next generation of care providers in the importance of understanding this critical balance.”

**Dr. Brad Britigan,  
Nebraska Medicine Interim President  
and Dean of UNMC’s College of Medicine**



Tonora M. shares a warm moment with her son Brendon’s transplantation surgeon Dr. Wendy J. Grant.

Equipment (PPE). “Mutual trust is essential to the performance of our team, with the doffer playing one of the most important roles,” says Dr. Smith.

**ENSURING SAFETY** is not the only critical aspect of Ebola care. Equally important is meeting the patient’s socio-psychological needs. “The actions of our team far exceed what’s expected of them,” says Kate Boulter, Lead Clinical Nurse at the Biocontainment Unit. “They build strong, meaningful relationships with the patients, which helps to improve the overall quality of their lives while they are with us.” One nurse learned how to play chess; another arrived one day with homemade chicken soup; and another read

the same book as the patient so they could discuss it together.

**SUCH ACTS OF GENUINE CARING** paired with the delivery of some of the most advanced medical care have made Nebraska Medicine the hub of medical expertise in the region.

The care expertise of this distinguished establishment dates back many decades. Today, it represents the clinical integration of Nebraska Medical Center, Bellevue Medical Center and University of Nebraska Medical Center (UNMC) Physicians clinics. It is also the clinical and academic partner of the UNMC. Well known for its transplantation services, Nebraska Medicine also specializes in oncology, cardiology





**“Austin was 15 months old when he had his first liver transplant.** Today, he is 20-years old, so we have a long history here. When the team comes in, they look at the whole picture. It’s all about Austin.”

Emiley G., Austin’s mother

The transplant surgeon regularly visits Austin G., a 20-years old liver transplant patient.



**“OUR JOB IS TO REASSURE PATIENTS**

and make them feel comfortable and safe. When they arrive, we like to say that we give them a warm Nebraska welcome. For patients to be successful they have to be active participants in their own healing; there has to be a partnership between the caregiver and the care-receiver.”

**Dr. Alan Langnas, Director of Liver Transplantation**

and neurology, and provides services in some 50 additional specialties to patients state-, nation- and world-wide. Nebraska Medicine has a staff that includes thousands of physicians and nurses.

**SERIOUS MEDICINE, EXTRAORDINARY CARE** manifests in other remarkable ways, notably at the Lied Transplant Center. This is one of the leading centers in the country for solid organ (kidney, liver, pancreas, small bowel, and intestine, bone marrow, heart and soon, lung transplants). *“The Quality of Life component, whether it’s for newborns, patients with multi-organ transplants or those in intestinal rehab programs, is an essential part of it,”*

explains Dr. Alan Langnas, Director of Liver Transplantation. Previously, patients with organ failure were told they had a fatal, irreversible disease and were left without hope of recovery. Today, Nebraska Medicine offers innovative programs and procedures that enable most transplant patients to lead normal lives.

**WHILE MEDICAL AND TECHNOLOGICAL** advances are important, Dr. Langnas especially emphasizes family, physician and patient interactions, and the engagement, thoughtfulness and commitment of the transplantation team. The multi-disciplinary team of surgeons, physicians, pediatricians, dieticians, nurses, coordinators, social



## **“I AM A HEALTHY LIVER TRANSPLANT**

survivor of 17 years. I work at the hotel located within Nebraska Medicine and speak with patients who are struggling with the process. It reassures them to know that I am one of them. The whole concept of the hotel is to make sure that everyone feels safe and supported. Some families with little babies may stay for a year. I make sure they have everything they need.”

**David Eggers, Concierge, Guest Services, Nebraska House**





**A mother wheels her son, a very young transplant patient, through the food hall for a special treat.**



**“My attending nurses are kind, comforting and friendly.** They speak right to me and they are there in a heartbeat whenever I need them. I can count on them for anything.”

Mark B., stem cell transplant patient



Mark B., a stem cell transplant patient, having a laugh with his Nurse and Case Manager.



**“ART AND NATURE HAVE THE POWER TO INSPIRE,**

relieve stress and heal patients, families, clinical and support staff. So, in partnership with the Joslyn Art Museum of Omaha, we are building a healing arts program and a healing garden that will be available to all. In addition, technology will be used to enhance the cancer patient’s healing process. Patients will have an iPad in their room to be used as part of the healing arts program and as a health-monitoring device. It is our hope that this cancer center’s approach to care and to cancer research will enable a powerful, unprecedented and transformative experience for everyone.”

**Dr. Ken Cowan, Director, Fred & Pamela Buffett Cancer Center**

workers and psychiatrists also prides itself on *“providing communication, education and support during every step of the journey,”* concludes Dr. Langnas. It is the combination of medical expertise and the assurance of hope, communication and genuine human armth that ensures the Quality of Life and healing.

**THE NEW FRED & PAMELA BUFFETT CANCER CENTER,** a joint project between Nebraska Medicine and UNMC, elevates the term multi-disciplinary to new heights. Currently under construction with a 2017 completion date, the center will include a 10-story, 98 lab, state-of-the-art research tower that integrates the science of what causes and drives cancer with the care of cancer patients.

With this truly integrated approach, all the research, consultations, multi-disciplinary cancer expertise (lymphoma, transplantation, pancreatic, bone marrow, breast, head and neck, lung) and patient care will come together under the same roof. The center will also house offices, operating rooms, radiation and chemotherapy rooms, physicians’ offices, a seven-story, 108-bed inpatient treatment center, a multi-disciplinary outpatient center, a 175-seat restaurant, and other cancer specialty services—physical therapists, nutritionists, socio-financial advisors, psychologists, child and family care specialists, massage therapists and socio-estheticians. *“The goal is that we want to provide one-stop shopping*



## “FOOD AND NUTRITION IS AN ESSENTIAL COMPONENT

of the patient’s experience and sense of well-being at Nebraska Medicine. Whether it’s for the meal program, *At Your Request Room Service*, which serves 1,200 patient meals a day, or for one of the three sit-down venues for staff and visitors, the food meets four critical criteria. It must be safe, nutritious, healthy and delicious. We must be sure that everything we deliver is as requested by the patient, and respects their dietary restrictions. We are a key part of the patient’s healthcare and have an obligation to be precise.”

**Cathy Miedl,**  
Sodexo Head of Hotel Services

A member of Sodexo’s Clinical Technical Management team, verifies the proper functioning of medical equipment.



► *for our cancer patients, and bring clinicians and researchers closer together,”* says Dr. Ken Cowan, Director, Fred & Pamela Buffett Cancer Center.

**NEBRASKA MEDICINE** would not be able to execute its mission without its 2,500 nurses, the largest sector of more than 7,000-person workforce. Nurses promote relationship-based care sharing —meaning they care for themselves, colleagues, and first and foremost, patients and their families. *“In order to meet our patients’ every need, we must be able to step back and examine our processes to ensure that we deliver the highest level of care for a successful recovery,”* says Rosanna Morris, Chief Nursing Officer and interim CEO of

Nebraska Medicine. *“Our shared governance structure allows us to do that.”*

**NURSE COMMITTEES** manage areas such as quality, professional development and patient experience. They meet regularly and examine patient satisfaction scores; allowing nurses to identify both successes and areas of improvement. They also perform daily patient rounds and inquire about patient experience in real-time so they can proactively improve on areas that fall short.

**IN ADDITION TO PROVIDING** real-time recognition for a job performed well, several initiatives keep the nurses motivated. These include unit-based roundtables during which nurses

# 1,200

nutritious and delicious patient meals served each day by Sodexo’s *At Your Request Room Service*.



**Inside the kitchen, a Sodexo staff member** prepares a healthy meal for patients.

resolve a variety of issues, and popular monthly lunches, hosted by Morris for 30 to 40 nurses at a time. The lunches allow nurses to relax, speak openly and ask questions, which has fostered an open exchange of accurate, relevant information. *“By caring for our nurses and giving them a voice, they in turn take excellent care of our patients, and do whatever it takes to give them what they need,”* says Morris.

Because patient needs are as varied as the patients themselves, Nebraska Medicine has reached beyond the provision of traditional comfort services to include less conventional services as well. Pet therapy, offered twice a week, allows patients who miss their four-legged friends an opportunity to have

moments of comfort and joy, which helps with their healing process. And to improve the comfort and ease of its many international patients, Nebraska Medicine offers a 24/7 languages support in 165 languages.

**WHAT HAPPENS BEHIND THE SCENES** at Nebraska Medicine is also critical to enabling the provision of extraordinary care. Wayne Howell, Sodexo Resident District Manager, and Sodexo Operations Manager Randy Peacock, oversee a team of 22 that ensures that all hospital equipment, from electronic thermometers to MRI machines and wheelchairs to surgery beds, functions properly. *“We see ourselves as the safeguards of the hospital’s operations, and our priority is to*







## “THE MEDICAL SCHOOL CREATES AN ATMOSPHERE

where students can be very successful in learning to care for patients. We follow an *Integrative Clinical Experience Program* throughout all four years of training. It teaches us that caring for patients means building relationships, and learning how to relate on all levels—clinical, emotional, social and psychological. It’s about understanding the patient and their whole environment in order to treat them effectively. This has been invaluable to me and I have seen how it helps to heal patients.”

**Whitney Bossert, 4th year Medical Student at University of Nebraska Medical Center**

▶ *get the repaired equipment back into circulation as quickly and effectively as possible. This is how we can best help the clinical staff do their jobs,” Howell says. His department not only maintains and repairs, it is also involved with equipment assessments and purchasing, and works closely with the clinical staff to understand their needs.*

**ENVIRONMENTAL SERVICES** at Nebraska Medicine, *“are all about maintaining high cleaning standards and providing outstanding hospitality,”* says Paul Turner, Sodexo Resident District Manager, Healthcare Services. In addition to monitoring performance via patient questionnaires and real-time interviews (3,500 every month), Sodexo implements innovative cleaning techniques to ensure continuous improvement. The Xenex robot uses powerful pulsations of non-toxic UV light to effectively destroy germs and

bacteria in five minutes. All 265 members of the cleaning team are Sodexo-trained and certified, a process that takes six to 12 months. *“Improving Quality of Life in a hospital promotes healing,”* says Turner. *“By making sure that Nebraska Medicine is the cleanest hospital in the area, we are doing just that.”*

**3,500**

patients interviewed every month to monitor performance.



**University of Nebraska Medical Center medical students** make patient rounds with Dr. Wendy J. Grant.

# IMPROVING THE PATIENT EXPERIENCE THROUGH TRANSPORT SERVICES

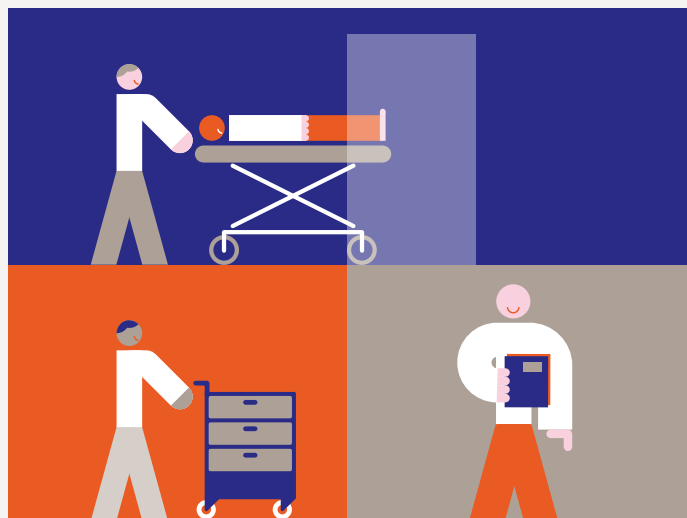
Even if every worker within a hospital has a critical role to play, transporters can sometimes be an overlooked source of quality patient care. But with the right training, tools and organization, they have the power to change the patient experience during a hospital stay. They can also allow medical staff to focus more closely on clinical responsibilities, becoming a source of improved efficiency for hospitals as well.



## Transport Services

# CAPITALIZING ON THE CRITICAL ROLE OF TRANSPORTERS

Transporters move nearly everything within a hospital—from transporting patients to delivering specimens, equipment and documents. While their role is largely logistical, they play an integral role in shaping the patient’s impression of a hospital. Sodexo pinpointed a way to improve the efficiency of transport services while ensuring that each specialist contributes to improving the Quality of Life of patients and staff alike.



## A UNIFORMED SYSTEM STRENGTHENS MULTI-TASKING CAPABILITIES

**Sodexo’s role:** All hospital transporters are unified into a single team. As this centralization requires transporters to be capable of any task at any time, the skillsets of individual transporters are raised across the board. Sodexo’s transport services can be tailored to meet the needs of any hospital—whether training and managing a hospital’s own team of transporters or providing Sodexo staff.

**The benefits:** Transporters now have the training and capabilities to respond to the needs of the emergency room, operating suite or diagnostic imaging. The amount of downtime between tasks is reduced as these multi-functional transporters can respond to the needs of any busy department.



## A HIGHLY TRAINED TEAM ENSURES PATIENT SAFETY AND COMFORT

**Sodexo’s role:** A selection of transporters are trained to take on specialized tasks. While some obtain advanced life support qualifications, others learn disease prevention techniques to limit the spread of hospital-acquired infections. When moving patients between departments, transporters are also trained to identify signs of distress.

**The benefits:** The ability to handle certain clinical elements allows transporters to take on tasks that were previously handled by nurses. For example, trained transporters can accompany patients with more serious medical conditions to MRI appointments and be responsible for their well-being during exams. This shift in responsibility frees up the time of clinical staff to spend more time with patients and focus on other more vital aspects of patient care.



---

---

**+25%**

higher productivity rates were experienced in US hospitals that use Sodexo transport services.

**+20%**

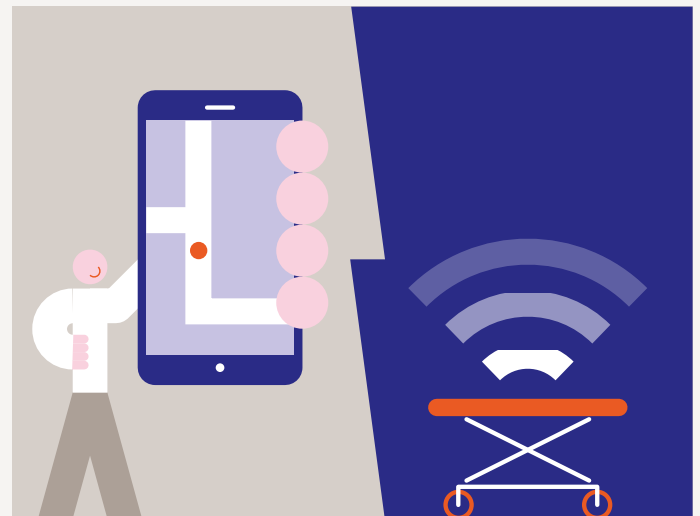
improvement in service response time was also recorded in these hospitals.



### A HUMAN TOUCH SETS PATIENTS AT EASE

**Sodexo's role:** The “high-touch” approach to patient transport means that transporters do much more than simply deliver patients to their appointments. As patients tend to be anxious in the unfamiliar hospital environment and can feel uneasy in their hospital gowns in public areas, each trip to an exam or surgery, which takes an average of 18 to 25 minutes, presents a crucial opportunity to improve the patient experience.

**The benefits:** With the right training, transporters themselves can capitalize on the time they spend with patients and become key players in their care. In creating bonds with patients, they set them at ease, lower anxiety, increase their comfort level and help to preserve their dignity.



### ADVANCED TECHNOLOGY REDUCES WAIT TIMES AND RAISES EFFICIENCY

**Sodexo's role:** The use of a transport software application streamlines the logistical aspects of patient care. Once medical staff logs requests into the application, transporters can self-assign tasks. Completed items are logged into the system and transporters are automatically assigned their next task based on where they are in the hospital via an iPhone or iPad.

**The benefits:** These real-time updates inform transporters when nearby patients are ready for pickup, thus reducing wait times and inefficient trips across the hospital. The software application can also be configured to track equipment – ensuring that a device is exactly where it should be and minimizing the time that unnecessary rental equipment remains in hospitals.

# SODEXO NEWS AROUND THE WORLD

---

At Sodexo, we believe that improving Quality of Life leads to the progress of individuals and contributes to the performance of organizations.

In addition to the range of services we provide to hospitals and senior care facilities, Sodexo teams work to ensure the well-being of individuals in companies, schools and universities, military bases, prisons, remote environments such as oil and gas platforms, as well as mines.

Through over 100 different services, Sodexo improves the Quality of Life of 75 million people around the world every day.

**Read about some of the latest Sodexo news around the world.**

# IMPROVING THE QUALITY OF LIFE OF SAMSUNG TEAMS

SODEXO HAS SECURED TWO CONTRACTS WITH SAMSUNG IN THE MIDDLE EAST AND ASIA.

**SODEXO IS IMPROVING THE QUALITY OF LIFE OF THE SAMSUNG ENGINEERING TEAMS** in Ruwais, Abu Dhabi, who are constructing an oil and carbon black processing plant. When this refinery opens at the end of 2015, it will produce 40,000 tons of carbon black pigment a year and 30,000 barrels of crude oil per day. Sodexo services include catering, housekeeping, laundry, pest control, camp management, corrective maintenance and the management of recreational facilities. In a very different contract, Samsung Electronics turned to Sodexo for

a corporate Benefits and Rewards service in Indonesia. The campaign focuses on incentivizing sales people working at independent, multi-branded retailers. The aim is to encourage sales of Samsung, without using a cash incentive. Sodexo has met this need by providing Gift Pass Vouchers, which in Indonesia can be used to buy basic commodities such as rice, milk and other groceries, along with items such as children's books. Based on this, the offer has been extended to Samsung's own branded stores to incentivize sales of specific models.





# SODEXO'S WORKPLACE TRENDS REPORT SHOWS THE RISE OF "RATEOCRACY"



**THE ABILITY TO INFLUENCE THE WAY COMPANIES BEHAVE** by posting comments on social media and e-commerce sites has created a new form of public accountability, according to the Sodexo 2015 Workplace Trends Report. Online reviews by workers and consumers have given rise to a new "Rateocracy" that demands real-time management of companies' reputations. So in an era when

\$3.6 trillion worth of retail sales are directly influenced by online ratings, CEOs need to offer an honest and inspirational vision that connects employees and consumers.



Discover the Sodexo  
Workplace Trends  
Report 2015.

## Supporting China's leading retail giant

China and the world of online retail are two markets with a big reputation for growth: put them together and you have Vipshop (VIP.com) – a new Sodexo customer for food services. Vipshop is China's leading flash sale website for discounted branded products.

## SERVING UP A BETTER QUALITY OF LIFE IN FRENCH MIDDLE SCHOOLS

Sodexo services now improve the Quality of Life of 10,000 French middle schools students.

Under a four-year contract, Sodexo teams will prepare daily meals on-site and will also provide cleaning and maintenance services.



# ENSURING THE WELL-BEING OF FRENCH TROOPS

## SODEXO HELPS FRENCH ARMED FORCES DELIVER A FACILITIES PROJECT IN THE SOUTH PACIFIC.

To support a modernization program on the French Polynesian atoll of Moruroa, France's Ministry of Defense has turned to Sodexo for a comprehensive Remote Sites contract. Sodexo's experience with French forces overseas and its expertise in challenging environments played a key in the selection process for the three-year TELSITE project.

Sodexo will oversee the construction, transportation and installation of the camp. To ensure the well-being of on-site personnel, Sodexo will provide food services from local suppliers and will set up and run sports and welfare facilities.





# LEADING THE WAY IN FACILITIES MANAGEMENT

## SODEXO'S GLOBAL FACILITIES MANAGEMENT OFFER GETS A NOD FROM THE INSTITUTE OF ASSET MANAGEMENT

Sodexo has become the first outsourcing company to receive the prestigious Asset Management Achievement Award from the Institute of Asset Management. This recognition reflects

the fact that Sodexo is the only facility management provider to offer global services in a wide range of industries, and is able to deploy best practices across all its sites.



# SETTING THE STANDARD IN SUSTAINABILITY



**FOR THE EIGHTH CONSECUTIVE YEAR**, the RobecoSAM Sustainability Yearbook ranked Sodexo as its Industry Leader for economic, social and environmental performance. In the 2015 edition, Sodexo is once again the only company in its industry to achieve the “Gold” Status Class.

## An enriched Quality of Life offer

Sodexo has always sought out ways to enrich its and global incentive and recognition offers. In November 2014, the Group did just that with the acquisition of Motivcom plc, a leading corporate benefits and rewards provider in the UK.

---

## PARTNERING TO REDUCE CRIME IN THE UK

**Sodexo and crime reduction charity Nacro have won six regional probation contracts** in England and Wales. Together, the two organizations will manage probation services for low to

medium-risk offenders for a seven-year period. Sodexo Justice Services have been working with the UK government to protect the public and rehabilitate offenders since 1993.

---

## IN THIS ISSUE

**“Maintaining excellent Quality of Life at the hospital** is the result of strong, continuous teamwork and a commitment to individual and collective well-being.”

Rosanna Morris, Chief Nursing Officer at Nebraska Medicine and interim CEO of Nebraska Medicine

Explore the daily life of staff, patients and medical students at Nebraska Medicine in the *Life Size* section, p. 18.

**60%**  
**OF HOSPITAL MANAGERS DEAL WITH INTERGENERATIONAL TENSION BETWEEN STAFF MEMBERS**

Read more about the multi-generational workforce in today's hospitals in the *Issues and Topics* section, p. 10.

What if undergoing surgery without actually going under led to a faster recovery? Hear what two Belgian anesthesiologists have to say on the subject.

See how medical hypnosis is improving the Quality of Life of patients in the *Meet the Experts* section, p. 18.

The brain is a non-stop learning machine. As we age, it doesn't get weaker, on the contrary it simply knows more.

Read more about the Myth of Cognitive Decline in the *Aging Well* section, p. 14.

**20%**  
**IMPROVEMENT IN SERVICE RESPONSE TIME WAS ACHIEVED BY HOSPITALS USING SODEXO'S TRANSPORT SERVICES**

Discover how transport services foster better patient care and more efficient management in the *User Guide* section, p. 29.



THE QUALITY OF LIFE EXPERIENCES  
MAGAZINE IS AVAILABLE ON LINE  
ON [SODEXO.COM/HEALTHCARE](https://www.sodexo.com/healthcare)