



Texas Children's
Hospital®

compass
HEALTHCARE

Caring for
**Every
Heartbeat**





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Compass Healthcare does not provide dining foodservices within any correctional facilities, nor does any other Compass Group operating company in the United States.

Dear Texas Children's RFP Committee:

Great organizations don't stand still. They build on what works, challenge what could be better and continuously raise expectations for themselves, their industry and the people they serve. That mindset has helped Texas Children's build a legacy of pediatric excellence and continues to fuel your ambition to become the best hospital in the nation.

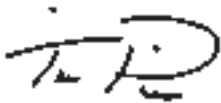
As Texas Children's pursues its vision for the future, Compass Healthcare is uniquely positioned to help advance that journey. Through our Morrison, Crothall and Canteen sectors, we have spent years working alongside your teams, learning your culture and healing with HEART. That strong foundation allows us to bring key support services together across your entire system and move forward with greater speed, collaboration and impact from Day 1.

Based on your Request for Proposal and conversations with Texas Children's leaders, we believe the expanded partnership outlined in this proposal will deliver the following benefits:

- Greater alignment, accountability and operational coordination through a fully integrated approach to food and nutrition, environmental services, patient transport and vending services.
- Faster implementation and speed to value by leveraging existing relationships, institutional knowledge and proven collaboration across the Texas Children's system.
- Enhanced patient, family and caregiver experiences through pediatric-focused programming, meaningful engagement initiatives and hospitality-driven service models.
- Expanded innovation opportunities through emerging technologies, connected platforms and access to Compass Healthcare's nationwide pediatric network and best practices.
- Increased operational visibility through integrated reporting, performance metrics and governance structures that support KPI achievement and contractual compliance.
- Stronger financial stewardship through transparent financial reporting, strategic investments, operational efficiencies and simplified oversight across service lines.
- Continued access to local leadership supported by the unmatched resources, expertise and scale of Compass Group.

Texas Children's deserves a partner prepared not only to support your vision, but to help accelerate it. Compass Healthcare is that partner. Together, we can build on the success we have already achieved, create new possibilities for patients, families and caregivers, and continue raising the bar for what it means to be the best by bringing innovation and HEART together.

Sincerely,

A handwritten signature in black ink, appearing to read "Tim Pierce".

Tim Pierce, CEO
Compass Healthcare

A handwritten signature in black ink, appearing to read "Avi Pinto".

Avi Pinto, CEO
Morrison Healthcare

A handwritten signature in black ink, appearing to read "Mike Villani".

Mike Villani, CEO
Crothall Healthcare

A handwritten signature in black ink, appearing to read "Erik Snyder".

Erik Snyder, CEO
Compass Group
Vending Division



Table of Contents

7

Executive Summary
and Financial
Narrative

95

Patient Transportation
Services

17

Patient and Caregiver
Satisfaction

107

Transition Plan

27

Technology and
Innovation

115

Organizational Charts
and Resumes

41

Environmental
Services

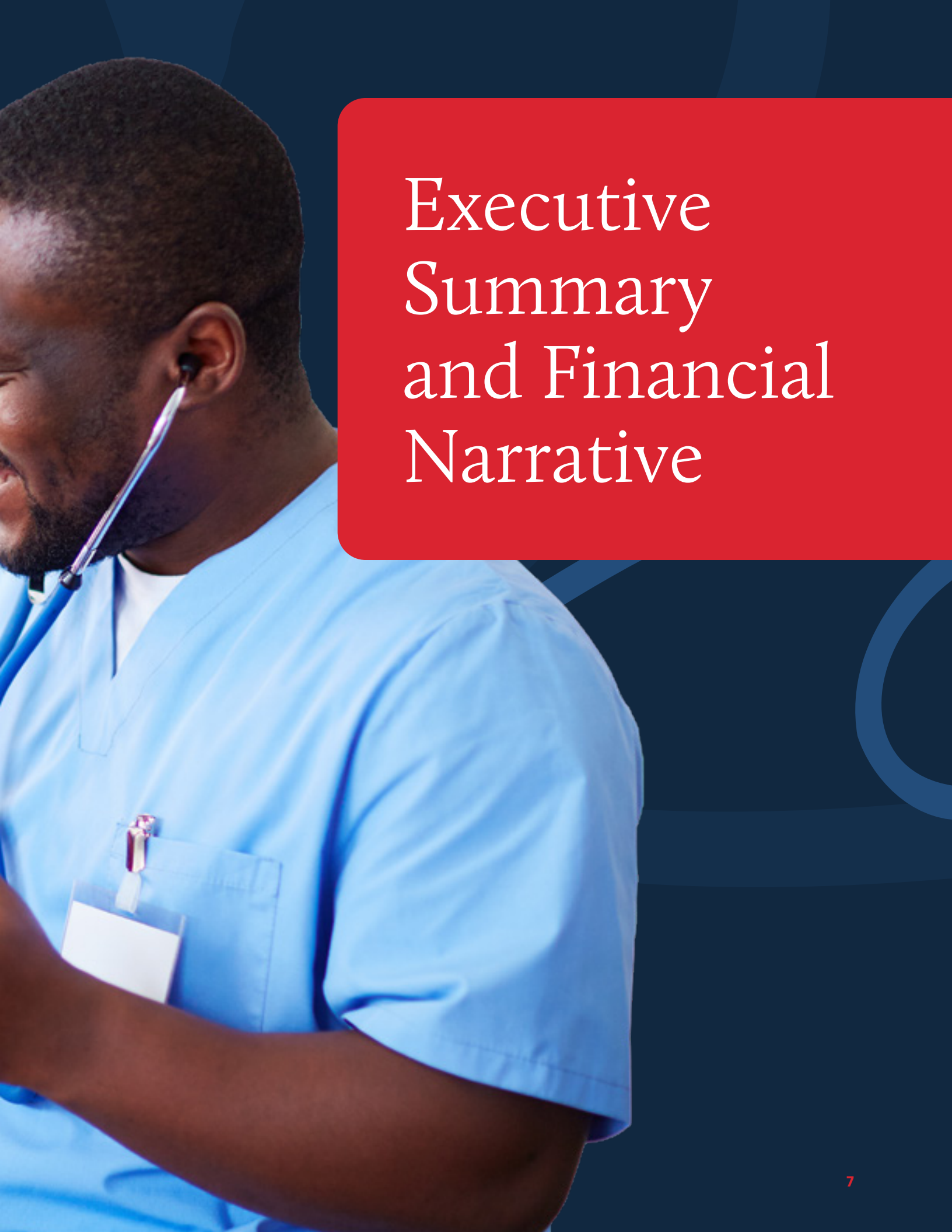
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Appendix

69

Food and Nutrition
Services



A close-up, side-profile photograph of a Black male healthcare worker wearing light blue scrubs. He is using a blue stethoscope, with the earpiece in his ear and the chest piece held against his chest. A white identification badge is clipped to his scrubs. The background is a dark blue with faint, light blue circular patterns. A large, semi-transparent red rectangle is positioned on the right side of the image, containing white text.

Executive Summary and Financial Narrative



Texas Children's Hospital has built one of the most respected healthcare organizations in the nation by combining world-class clinical care with an unwavering commitment to children, women, families and communities. Through your leadership in patient care, education and research, Texas Children's continues to shape what healthcare can and should be. As you look toward the next phase of the journey, this proposal reflects an opportunity to build on your legacy through a more integrated and hospitality-driven support services model.

It has been a privilege for Compass Healthcare's Morrison, Crothall and Canteen teams to serve Texas Children's for more than a decade across food and nutrition services (FNS), environmental services (EVS) and vending operations. Through this partnership, our teams have developed a deep understanding of Texas Children's operations, culture, standards and commitment to delivering exceptional patient-centered care.

The Future of Healthcare, Guided by HEART

Inspired by your commitment to healing with HEART and your strategic vision, our proposal represents a meaningful evolution of the financial, operational and hospitality model already in place. The approach expands support across FNS, EVS, patient transport (PT) and vending services while preserving continuity, strengthening accountability and creating a more aligned systemwide platform for patients, families, caregivers and visitors.

By bringing these Compass Healthcare services together, Texas Children's gains a more connected hospitality platform where each service line works in concert to strengthen continuity of care and create a more consistent end-to-end experience.

Think Differently: Intentional Innovation

Technology and innovation are key enablers of the proposed model, supporting efficiency, transparency and measurable outcomes while helping Texas Children's remain at the forefront of pediatric innovation and the next generation of care. These solutions are intended to improve visibility, accountability, operational execution and the overall hospitality experience across your system.

Our proposal highlights the following key objectives:

- **Lead Pediatric Innovation** – Apply insights from more than 60 children's hospitals and Compass Healthcare's multidisciplinary Pediatric Council to evaluate innovations that can support your service quality, consistency and pediatric care delivery across service lines.
- **Design Around Children** – Expand your pediatric dining platform with age-specific menus, interactive experiences and family-centered programming that reflects how children heal, recover and experience care.
- **Connect the Care Journey** – Enhance communication and visibility through solutions such as MyMeal and TaskVue, creating a more connected experience while providing actionable performance data that supports continuous improvement and measurable service outcomes.
- **Reimagine Access** – Improve convenience and access through Intuitivo coolers, frictionless purchasing technologies, enhanced retail experiences and future-ready food access solutions that support caregivers, families, visitors and staff.
- **Explore What's Next** – Continue to evaluate autonomous technologies, AI-enabled service enhancements and integrated platforms that can improve efficiency while preserving the human side of care at our proposed annual Innovation Summits, fully funded by Compass Healthcare.
- **Set the Standard** – Position Texas Children's as a Center of Excellence through emerging solutions and future pilot opportunities that demonstrate what integrated, pediatric-focused support services can become.

Lead Differently: Operational Execution

Compass Healthcare is already established with Texas Children's, where our teams understand the organization's standards, culture and commitment to a clean, safe, welcoming and caring environment. Through one integrated partnership, we can help Texas Children's move forward with greater consistency, visibility, responsiveness and accountability across service lines.

Our operational focus areas include:

- **Strengthen Our One Team Approach** – Continue to align FNS, EVS, PT and vending services to support an integrated hospitality approach with technology enhancements that create an even more connected experience across the Texas Children's portfolio.
- **Move Forward Faster** – Build on partnership success to implement new programs efficiently while maintaining continuity for patients, families and caregivers through defined implementation milestones, disciplined transition governance and proven project management.
- **Empower Local Teams** – Leverage Houston-based leaders and local caregiver teams, supported by the scale and resources of Compass Group, to ensure attentive service backed by deep industry expertise.
- **Strengthen Connectivity** – Using Elevra, Epic integration and centralized communication strategies to connect support services, caregivers and operational teams in real time, improving responsiveness, throughput and coordination across the Texas Children's system.
- **Ensure Accountability** – Drive consistent execution through structured governance, audit-ready processes, transparent reporting and reviews that provide visibility into KPIs, contractual compliance and continuous improvement opportunities.
- **Maximize Every Investment** – Reinforce financial stewardship through transparent reporting, strategic investments, enhanced commissions, cost efficiencies and simplified oversight, ensuring Texas Children's leaders have clear visibility into performance, value creation and budget management. Details of our financial commitment and partnership value follow on the next pages.





Care Differently: Enhanced Experience

The most meaningful measure of this partnership is the experience of the patients, families, caregivers, visitors and associates who move through Texas Children's every day. Guided by your HEART values, our approach is designed to support moments of care that are consistent, thoughtful and personal while also contributing to measurable operational improvement across the health system.

To enhance the experience, we will:

- **Celebrate Every Milestone** – Create meaningful patient and family moments through Pediatric Recurring Moments, a process-driven pediatric engagement program that recognizes birthdays, admissions, medical milestones, sibling visits and family celebrations in a consistent and thoughtful way.
- **Take Care of Those Giving Care** – Strengthen caregiver support through meal programs, nursing engagement activities and collaborative service recovery processes that help clinical teams remain focused on those they serve.
- **Deliver Personalized Hospitality** – Establish a concierge team with dedicated hospitality ambassadors who will provide a consistent point of contact for patients and families and further establish our integrated hospitality approach. This added support will also reduce non-clinical demands on nursing teams, allowing nurses and clinical caregivers to work at the top of their license.
- **Create Comfort Through Connection** – Build on the success of initiatives showcased during the Texas Children's Pediatric Menu Expo through chef engagement, creative snack carts, celebrations and family-centered programming designed for pediatric environments.
- **Make Every Environment Child-Friendly** – Extend EVS interactions beyond cleanliness by using themed equipment, pediatric playbook activities, holiday celebrations and child-centered experiences that support a clean, safe and comforting environment.
- **Invest in the People Behind the Mission** – Strengthen associate engagement and retention through development programs, leadership forums, recognition initiatives and advancement pathways that help build stable, committed teams. The addition of a system director of hospitality and training will create a standardized approach to executing these programs across Texas Children's for all hospitality associates.
- **Extend Care Beyond the Hospital** – Advance Texas Children's broader community commitment through Teaching Kitchens, the Teddy Bear Clinic, fundraising events, charitable partnerships, community food pantry and outreach initiatives that serve families beyond the hospital walls.



Our Path Forward

Texas Children's does not need to start over to move forward. A strong foundation of performance, system knowledge, local leadership and operational discipline is already in place. As the established partner, Compass Healthcare is uniquely positioned to support a disciplined progression that maintains continuity of care, minimizes disruption to daily operations and protects the patient, family and caregiver experience throughout implementation.

Through our integrated financial, operational and hospitality model, Compass Healthcare brings together financial support, proven service-line expertise, transparent reporting, new programming and future innovation to create a more connected experience for caregivers, families, patients and visitors. We remain flexible in our options and committed to continued open discussion with Texas Children's to ensure this model brings the greatest value to the communities you serve.

Together, we have an opportunity to shape what comes next for Texas Children's by building on what is already working and strengthening it through greater integration, clearer accountability, future-focused solutions and a shared commitment to HEART. Compass Healthcare is prepared to help Texas Children's continue setting the standard for how care is delivered, experienced and remembered.

Financial Stewardship and Partnership Value

This section outlines the financial investment, intentional savings opportunities and stewardship commitments behind Compass Healthcare's proposed model for Texas Children's. Our financial approach reflects the next phase of partnership across FNS, EVS, PT and vending, with a focus on reinvestment, operational alignment, transition readiness and measurable long-term value.

Aligned with Texas Children's values, strategic direction and commitment to exceptional care, the financial value outlined below shows how Compass Healthcare's integrated platform can help translate shared priorities into disciplined execution, transparent reporting and measurable partnership value.

Compass Healthcare is committed to delivering approximately \$33.4 million in financial value to Texas Children's over the full contract term.

This life-of-contract value represents a long-term stewardship commitment that advances reinvestment, operational alignment, innovation and measurable partnership value.

Life of Contract Financial Stewardship & Partnership Value Summary					
	Food & Nutrition	Environmental Services	Patient Transport	Canteen (Vending)	Total Value
Partnership Incentives/ Rebates	\$13,426,000	\$6,323,000	\$101,000	\$150,000	\$20,000,000
GPO Fee Absorbed/ Canteen Commissions	\$4,051,000	\$7,157,000	\$237,000	\$1,140,000	\$12,585,000
Transition & System Mobilization Investment/ EVS & PT	\$0	\$719,000	\$40,000	\$0	\$759,000
Total Life of Contract Value	\$17,477,000	\$14,199,000	\$378,000	\$1,290,000	\$33,344,000



What the Life-of-Contract Value Represents

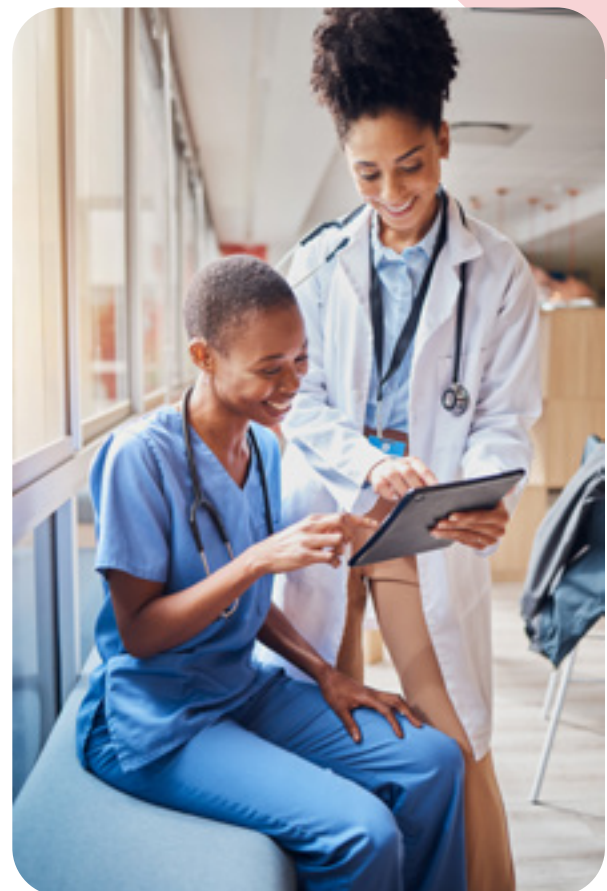
The \$33.4 million is organized around three primary value categories:

- Partnership Incentives and Rebates:** Flexible value that may be directed toward retail refresh initiatives, technology and innovation investments such as Elevra, TaskVue, MyMeal, the Center of Excellence dashboard, additional retail reimaging or concepts, or applied as savings and credits to support systemwide priorities. The investment dollars can be taken upfront as either capital or applied as savings.
- Estimated GPO Fee Absorbed and Canteen Commissions:** Direct financial value generated through absorbed, administrative fees and Canteen commission commitments across the proposed FNS, EVS, PT and vending operating model.
- Transition and System Mobilization Investment:** Operational readiness funding to expand services, integrate EVS and PT, and establish the infrastructure for a coordinated systemwide support services platform.

As the established partner, Compass Healthcare is positioned to guide a disciplined transition that maintains continuity of care; minimizes operational disruption; protects the patient, family and caregiver experience; and provides clear visibility into milestones, performance and accountability.

Additional Annual Savings Opportunity

Beyond the life-of-contract value, Compass Healthcare's integrated operating model creates an additional opportunity to drive recurring annual savings through system alignment, labor optimization, technology enablement, benchmarking, transparent reporting and retail performance improvement. Through this Compass Healthcare synergy, our teams have identified potential annual savings of **\$5.9 million**, further strengthening the overall financial value for Texas Children's.





Service-Line Value Drivers

This financial model is reinforced by service-line value drivers across the proposed scope:

- **EVS – Systemwide Value Driver:** Expanding EVS to the main campus builds on the strong EVS partnership Crothall has already established across Texas Children’s locations. This brings the benefit of a trusted team that understands your standards, culture and care values while reinforcing consistent service, responsiveness and a clean, safe, caring environment.
- **FNS/Canteen – Systemwide Value Driver:** Morrison and Canteen continue to create meaningful value through dining, retail, vending, culinary programming and hospitality. The proposed approach builds on that foundation with new programming and future innovation designed to enhance convenience, access, consistency and the overall care environment.
- **PT Integration – New Service Line:** Adding PT strengthens coordination, throughput and efficiency by integrating patient movement into the broader Compass Healthcare support services platform. It also helps reduce non-clinical movement-related demands on nursing teams, allowing clinical caregivers to remain focused on care delivery.

This financial stewardship model brings together committed value, proven service-line expertise, transparent reporting, disciplined transition planning and future innovation in a way that provides a clear financial path forward. Compass Healthcare looks forward to continued discussion with Texas Children’s to ensure the model delivers the greatest value to the patients, families, caregivers and communities you serve.



Patient and Caregiver Satisfaction



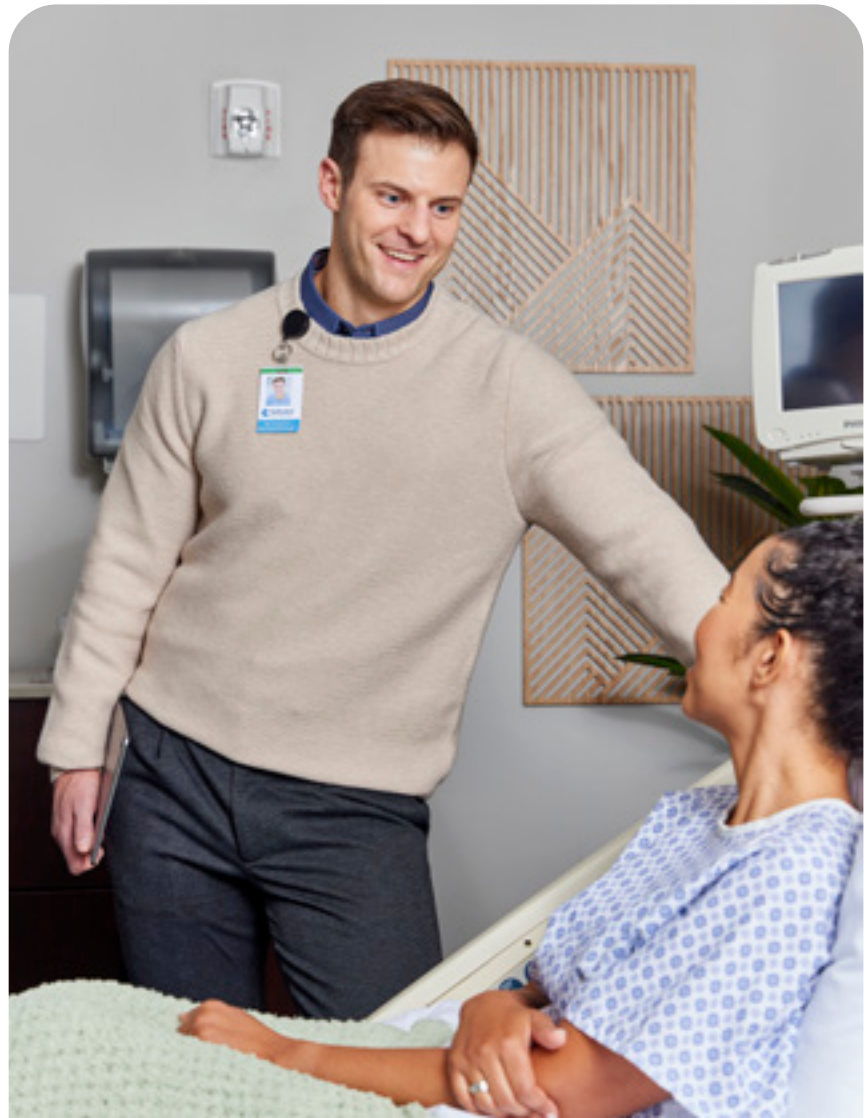
Patient and Caregiver Satisfaction

Building on our strong, established partnership at Texas Children's Hospital, our patient and caregiver satisfaction strategy is focused on elevating what is already working while advancing a more connected, pediatric-centered model across FNS, EVS and PT. Grounded in our Positive Impressions and Pediatric Recurring Moments program, our teams deliver consistent, hospitality-driven interactions tailored to the emotional and developmental needs of each child and family. By strengthening synergies across service lines through shared workflows, aligned rounding and real-time communication, we ensure meals, room readiness and patient movement are seamlessly coordinated, reducing delays and creating a more supportive, reassuring experience.

Looking ahead, we will enhance this foundation through the introduction of a dedicated hospitality ambassador role to provide a consistent human touchpoint, alongside a Nursing Engagement approach that reduces non-clinical burden and enables caregivers to remain focused on patient care. At the same time, we will continue to invest in our people through comprehensive training, career advancement opportunities and recognition programs that reinforce engagement and service excellence. Supported by our Center for Excellence and Pediatric Council resources, this integrated strategy ensures a highly engaged workforce and a continuously improving, compassionate experience for both patients and caregivers across the Texas Children's system.

Hospitality Ambassador Program

We are proposing a dedicated hospitality ambassador program that deploys trained team members to provide proactive rounding, service recovery, and personalized support, ensuring every interaction reflects a high level of hospitality and responsiveness.

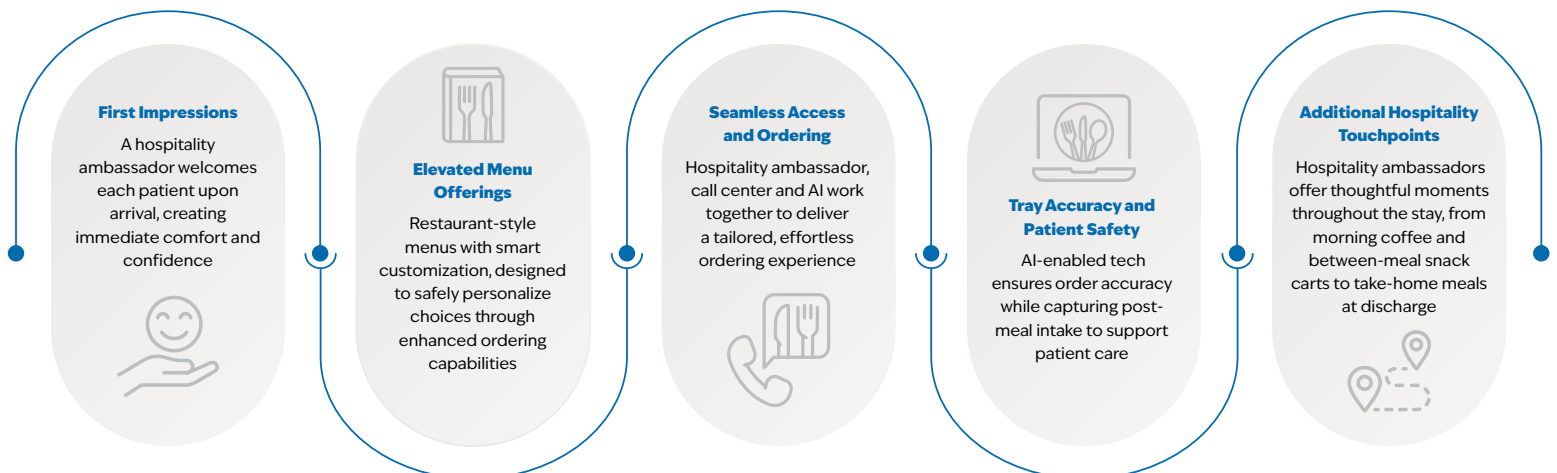




The Reimagined Patient Journey

Personalized Service: Hospitality-Driven, Technology-Enabled, Chef-Inspired

Dining at Texas Children's Hospital is an opportunity to create a familiar rhythm in an unfamiliar environment. Our goal is to elevate the experience by pairing genuine human connection with intuitive, tech-enabled ordering that feels simple and personal. While technology supports the experience, it is the care team and dedicated hospitality ambassadors who guide patients, ensure safety and create a reassuring, consistent presence throughout their journey. The result is consistent, high-quality dining experiences across all patient populations, including those with specialized dietary needs, supporting both satisfaction and clinical outcomes.



Employee Engagement and Recognition

Compass Healthcare's caregiver experience strategy at Texas Children's is designed to foster a culture of engagement, recognition, training and professional growth that directly enhances service delivery and retention.

At the core of this approach is the GEM recognition platform, which celebrates associates who consistently demonstrate service excellence and reinforces behaviors aligned with compassionate, patient- and family-centered care. This recognition is complemented by the Compass Bucks Employee Store, a rewards and engagement program that motivates associates through tangible incentives tied to performance. Ongoing engagement is further strengthened through monthly events such as "Christmas in July," which build team connection, reinforce culture and create a sense of belonging across the workforce.

In parallel, we support long-term career development through structured growth pathways and the Accelerated Manager Program (AMP), ensuring associates have clear opportunities to advance and build meaningful careers within the organization. Finally, programs such as menu expos and culinary showcases extend engagement to clinical partners, inviting caregivers to actively participate in menu development and program innovation, strengthening collaboration and ensuring services remain aligned with patient and caregiver needs.

[Click here](#) to read how our employees spread kindness

"You can't train for these types of situations. This happens by putting the right people in the right places; we train for the culture we aim to create. We let each person's personality do the rest."

– Michael Gorman, Regional Director of Operations



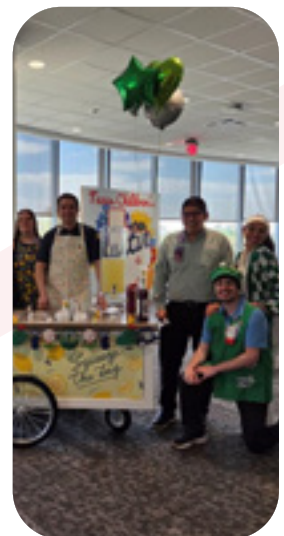
Giving Back

Our teams are deeply connected to the Texas Children's community and actively support initiatives that bring employees, patients and families together in meaningful ways. Through participation in Teaching Kitchens, the Teddy Bear Clinic, fundraising events and local charitable partnerships, our associates help extend the hospital's impact beyond clinical care. We also support community-focused programs such as food pantry outreach and family assistance initiatives, reinforcing a shared commitment to serving families both inside and outside the hospital.

Earth Day



Golf Outing



Better Patient Care Begins with a Better Experience for Nurses

Hospitals cannot properly care for patients without first providing caregivers with the support they need. It is more important than ever for hospital leaders and foodservice providers to prioritize the clinical caregiver experience. From retail solutions that provide accessible nutrition to nurses regardless of the hour to digital tools that reduce and delegate redundant tasks, our caregiver support model helps you understand nursing pain points and prioritize the solutions that matter most. Our nursing engagement team provides strategic, support services with a focus on quality care, improved outcomes and creating the best possible patient experience.



“Nurses are consistently reporting that an unmanageable workload is a top contributor to burnout. By listening to our nurses and supporting our nurses to deliver direct patient care, we are taking the first step in safeguarding their wellness.”

Aundrea Mills, Chief Nursing Officer,
Compass Healthcare

24%

Tasks nurses could delegate to support services every shift

70%

Of nurses choose their patients' care over their own self-care

\$52,350

The average cost of turnover for a bedside RN

22%

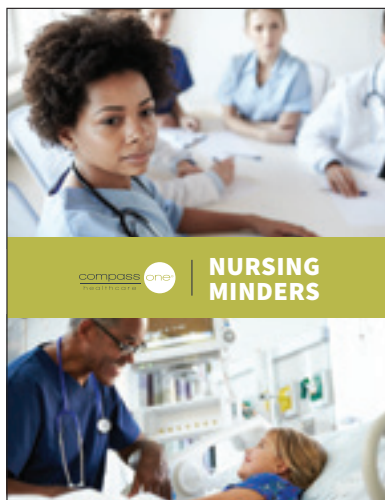
Lower nursing turnover for our partners when compared to self-operated hospitals

Nursing Blitz

Compass Healthcare is introducing The Nursing Blitz, a multiday, interactive event designed to bring nurses, FNS, EVS and PT teams together in a dynamic, hands-on learning environment. Through a series of rotating stations, clinical caregivers engage with new technologies, innovative solutions, healthy snack options and process improvements that support safe, efficient patient care while creating a dedicated forum for collaboration, feedback and shared learning.

Nurse Minders

Compass is focused on delivering quality, value and an exceptional patient experience through our specialized services and protocols. Through our engagement with nursing, we have learned many valuable lessons regarding opportunities that exist to improve relationships, service, patient satisfaction and outcomes. You will find a series of weekly-themed “minders” created specifically for nursing leaders to support them in guiding their teams through daily conversations aimed at delivering extraordinary patient experiences. Daily minders have been a key element of our Positive Impressions program, and we wanted to customize a version exclusively for our nursing partners.



NURSING MINDER 2:
Fostering Collaboration

Definition:
The following are helpful guidelines for engaging our support service colleagues and creating a unified approach toward enhancing the patients' experience.

Purpose:
Research has proven higher satisfaction rates occur when patients perceive that each team member works collaboratively within care.

Elements:
Engaging your unit knowledge, food service associates, and other key staff members help improve communication and build support.

Example:
Include key support service members in unit huddles regularly, along with other celebrations. This helps achieve the "family" feel that is so important to our patients.

REVIEW AREA SCORES / GOALS:

Previous Patient Satisfaction Score	_____
Current Patient Satisfaction Score	_____
Current Goal	_____

KEY DAILY DEMONSTRATIONS

Monday Discussion: Welcoming New Team Members
Tuesday Discussion: Include Key Players in Huddles
Wednesday Discussion: Celebrating Joint Successes
Thursday Discussion: Responding to Patient Concerns or Other Services
Friday Discussion: Welcoming-Up
Saturday Discussion: How to Approach Critical Conversations
Sunday Discussion: Recognizing Your Colleagues



Our Strategy to Align with Your Nurses Increases Nursing Engagement

Our alignment with your nursing partners is critical to delivering high-quality, compassionate care. The “staff worked together to care for you” statement is most correlated with the likelihood of recommendations and overall hospital ratings, which truly show the importance of teamwork. Our goal is to ensure we have consistent associates at the units so they can feel like a part of the team. Our nursing engagement approach is also supported by purposeful rounding with nurse managers, celebrations when we achieve unit-specific targets and Power Plate Reviews, which have allowed nurses to taste patient meals, provide feedback and manage their favorite meal items to those they serve.



positive⁺⁺ impressions

Positive Impressions is a core belief that drives everything we do. It includes training strategies for frontline associates and provides specialized resources to support focused experiences. Only Compass Healthcare has over 300 patient experience professionals focused on enhancing satisfaction and HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) scores. Positive Impressions is intentionally designed as a systemwide framework, applicable across FNS, EVS and PT. This ensures a consistent experience for patients and caregivers, regardless of which support service team they encounter.



Defining Moments

The power to comfort. We've all heard the phrase "moment of truth."

These moments can be fleeting, can pass quickly and might not happen again. It's important to understand that we own the moment of truth. Our first standard, Defining Moments, embodies this philosophy and sets the stage for success.



Tailored to Fit

The power to transform.

One size doesn't fit all. Each hospital has its own distinct culture. Even facilities in the same geographical area take on different personalities, and to understand the uniqueness of each organization we serve, we take time to understand and adapt to your culture.



Engagement

The power to motivate. Everyone wants to be recognized for their actions. We sometimes forget to tell our employees that their hard work is appreciated. With little effort on our part, saying thank you goes a long way. Establishing long-term goals and a staff reward and recognition program gives associates incentive to go above and beyond every day.



Expertise

The power to educate. Understanding and acting on patient feedback has made us the preeminent healthcare support services provider in the United States. Through information provided to our individual units and clients, Compass Healthcare facilitates learning and understanding of patient satisfaction through surveys and strategies, and provides up-to-date resources for operators and administrators to hone their skills.



Heartfelt Service is a training course all about the culture of heartfelt service within Compass Healthcare. Managers explore the connection between the associate experience and the guest experience.



Technology and Innovation



Built for What's Next

Our Unique Offer for Texas Children's Center of Excellence

Only Compass Healthcare leverages data governance and actionable benchmarks to enable a self-sustaining peer review that measures performance today and advances Texas Children's long-term ambitions.

Compass Healthcare proposes a collaborative, data-driven partnership with Texas Children's designed to establish a shared foundation for continuous improvement and center-of-excellence performance. Through access to our proprietary and robust peer dataset, Texas Children's, in collaboration with the Compass Healthcare leadership team, would gain the ability to benchmark operational, workforce, patient and compliance performance against like-sized institutions nationwide. Together, we would establish an agreed-upon baseline of performance, define what excellence looks like for Texas Children's and apply objective metrics to focus attention on the outcomes that matter most – patient experience, safety, workforce stability, efficiency and reliability.

This partnership goes beyond benchmarking to enable action. Compass Group serves as the governing conduit, translating insights into focused deep dives, sharing proven best practices from top-performing peers and co-developing playbooks with clear ownership and accountability. By combining Texas Children's institutional knowledge with Compass Group's scale, analytics and operational expertise, the collaboration creates a closed-loop system of insight, prioritization and execution. The result is a sustained, transparent and mutually accountable approach to driving measurable improvement that is aligned to Texas Children's strategic priorities and its aspiration to deliver best-in-class outcomes as a leading academic health system.



COE Performance Success Model

A layered architecture view emphasizing how culture enables capabilities and outcomes

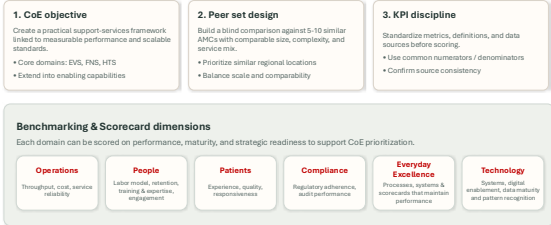


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FRAMEWORK

Center of Excellence framing

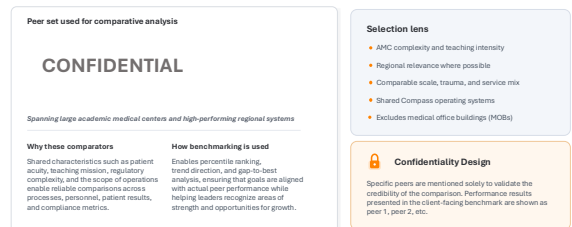
Recommended structure for the benchmarking workstream



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PEER BENCHMARK APPROACH

The proposed peer set gives a credible AMC comparator base while keeping named performance data blinded



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[Click here](#) to view Center of
Excellence in greater detail

Industry-Leading Operational Analytics

What can E15 do for you?

- **Menu and pricing insights:** Item-level profitability, elasticity and menu engineering (keep/end/promote/swap).
- **Demand forecasting:** Predicts volume by daypart/location to set labor, batch sizes and speed tiers for peak times.
- **Assortment and merchandising:** Right mix of comfort/wellness/value; planograms and queue-busting layouts.
- **Flow and queue analysis** reduces lines by adjusting production cadence, pickup shelving and service stations.
- **A/B testing:** Trials for new items, offers or ordering flows; keep only what measurably works.
- **Performance dashboards:** Simple views for chefs, retail managers and executives (sales mix, check average, waste, NPS).
- **System integration:** Plugs into POS and (in our program) Elevra, so insights feed daily huddles and monthly scorecards.
- **Typical outcomes:** Faster service (shorter queues), higher satisfaction (better-fit menus), reduced waste, stronger financial performance and clearer return on operational investments.

E15 supports you by turning your operational, financial and experiential data into clear, actionable insights. As a result, your support services perform with greater precision, consistency and confidence. By pairing advanced analytics with deep healthcare operations expertise, E15 helps you anticipate challenges, optimize day-to-day execution and elevate experiences that reinforce trust.



E15 BENCHMARK

TCH Main: A custom compare group drives accurate performance comparisons

What the benchmark says

1. A custom compare group will be created from like-sized or Children's Hospitals which are identified as appropriate in partnership with TCH.
2. This allows staffing models to be accurately built based on square footage, bed counts and adjusted patient-day volumes.
3. The sample compare group created to the right is a demonstration that suggests staffing and performance expectations. Additional data on TMC Main will allow these estimates to be jointly refined.
4. Additional review may be warranted to understand the factors contributing to the variance between the proposed performance and peer benchmark estimates.

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E15 BENCHMARK

Texas Children's FNS demonstrates superior safety performance relative to peer group

What the benchmark says

Safety performance is a clear strength, with Texas Children's achieving a FNS Safety Score of 8 versus a peer group average of 15, indicating stronger results than comparable hospitals.

Risk Classification remains strong at 4 Stars, matching the peer group average while delivering superior safety outcomes.

Tray accuracy remains high at 98.3%, reflecting consistent operational execution and service reliability across the organization.

What to focus on going forward

Continue building on the operational practices that are driving strong safety outcomes and a favorable risk profile.

Maintaining operational consistency and improving tray accuracy will help sustain Texas Children's strong position among its peer group.

Note: Lower Safety Scores are better. 5 Stars is top for Risk Classification

CompassHealthcare & TCH | Center of Excellence

Once we set the foundation and establish the mutually defined standards of success, Compass Healthcare deploys actionable and tactical measures that are field friendly and governed through your single point of contact and their team ongoing.

Our playbooks provide a consistent foundation that can be customized to local workflows, patient risk profiles and care team realities. As a result, organizations can evolve without re-engineering operations from scratch each time. We anticipate emerging care models, create our own technology-enabled workflows and evolve payment structures. From there, we pilot, measure and scale only those innovations that demonstrate value so that we can ensure progress without disruption.

Advancing Pediatric Care Through Purpose-Built Technology

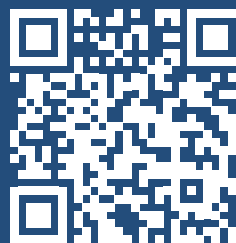
At Texas Children's – where clinical excellence, family-centered care and operational precision are foundational – technology must actively enhance the experiences of patients, families and caregivers.

At Compass Healthcare, technology is an integrated enabler of safer care, smarter workflows and more connected support services. Building on our long-standing partnership with Texas Children's, our digital ecosystem is designed specifically for the complexities of pediatric healthcare, supporting consistency, visibility and responsiveness across your system.

From patient meal ordering and real-time service recovery to EVS task management, retail performance and asset tracking, our solutions unify support services into a single, transparent platform. This creates shared accountability across teams, strengthens alignment with nursing and clinical partners, and ensures predictable, high-quality execution at every touchpoint.

Developed alongside frontline caregivers and informed by our experience within Texas Children's, this technology foundation not only supports day-to-day operational excellence, but also positions your organization to scale innovation, enhance caregiver efficiency and continue advancing your mission to deliver exceptional care.

Scan or click the QR code to view dashboards





Healthcare Digital

Home to the digital experts at Compass Group, Healthcare Digital drives extraordinary experiences at the intersection of hospitality and technology. Healthcare Digital's work is organized into three distinct areas to build an end-to-end ecosystem that drives exceptional hospitality experiences for all guests and operators:

- Digital – Healthcare Digital delivers and scales solutions across the business, driving digital transformation with proven impact.
- Labs – Healthcare Digital conceives, builds and scales proprietary products through internal co-creation and an agile approach to developing innovative digital solutions.
- Ventures – Healthcare Digital incubates and scales innovative emerging solutions through external partnerships that shape the future of food hospitality.

Annual Innovation Summit

To accelerate innovation across environmental services, food and nutrition services, and patient transport, we propose establishing an annual Texas Children's innovation summit. This forum would bring together Texas Children's leadership, frontline caregivers and Compass Group subject matter experts to evaluate emerging trends, share best practices and co-design solutions that strengthen performance across the system.

Through interactive sessions, live demonstrations and cross-functional workshops, participants would explore new technologies, service enhancements and process improvements that enhance care delivery, improve throughput and increase visibility across service lines.





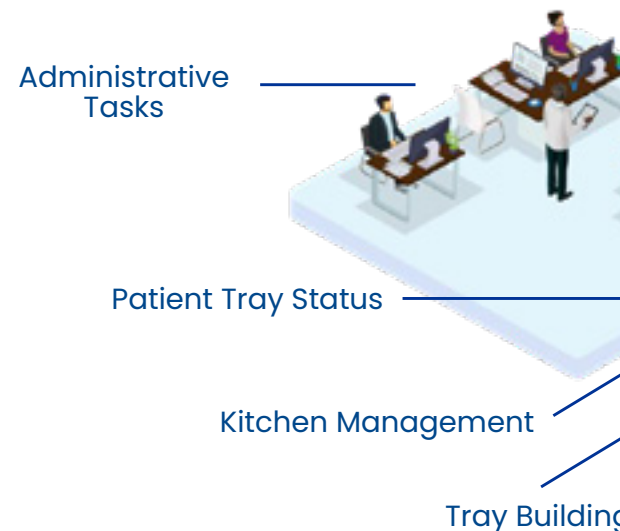
The Connected Platform Powering Healthcare Operations

Elevra is our digital enablement platform that powers our best healthcare ecosystems. Designed to enhance hospital safety and operational visibility, Elevra provides frontline teams and leaders with improved insights into program performance, helping strengthen oversight while supporting exceptional patient care. Embedded with generative AI, our large learning model creates predictive insights that give you greater visibility, faster decision-making, more consistent execution and earlier access to meaningful innovation.

With Elevra, Texas Children's Hospital gains:

- One connected platform across FNS, EVS and PT.
- Real-time insights for faster, more confident decision-making
- Smoother handoffs that reduce delays and improve response times
- A consistent, predictable experience for patients, guests and caregivers
- A future-ready digital foundation built to scale as needs evolve

Elevra brings the entire support services ecosystem together, helping teams work smarter, communicate seamlessly and deliver more reliable, elevated outcomes across Texas Children's Hospital.



Healthcare Technology

Our ecosystem seamlessly integrates current end-to-end experiences for our clinical partners with FNS, EVS and PT. By acting as the digital operational and experience technologies spine in the environment.



Technology Ecosystem

Present and future solutions, creating extraordinary partnerships, our residents, and those interacting with the digital backbone, Elevra connects clinical, operational, and financial information flows in real time across the care

**Click here
to watch an
Elevra video**



Food and Nutrition



Please click icons for more info



Where Technology and Dining Come Together

From ordering to tray assembly and bedside delivery, Elevra connects every part of the patient dining workflow into a single, coordinated system. Through Elevra, MyMeal, MyDining, and TaskVue work together, giving caregivers real-time visibility, helping operators work more efficiently and creating a smoother, more reliable experience for patients.

Benefits:

- Patient Ordering: Fewer PDAs (labor savings), improved patient satisfaction, caregivers can order for patients.
- Feedback: Real-time insights for FNS teams (performance, labor efficiency, patient satisfaction).
- Menu Insights: Cost savings, menu improvements, stronger patient satisfaction.
- MyDining: Robust, scalable solution with strong extensions across the dining ecosystem.
- TaskVue: Reduces phone calls, saves time, improves nursing satisfaction.



Order statuses at
go. With TaskUp,
monitor
s.

Environmental Services: A Smarter, More Connected Approach

Elevra brings environmental services into a fully connected, real-time operational ecosystem. By embedding tasks, assessments, nurse dashboards and analytics within the Elevra platform, Texas Children's Hospital gains a unified workflow that links dispatch, frontline operators, nursing, quality teams and reporting into one seamless experience.



Analytics



Tasks



Assessments



Nurse Dashboard



This integration strengthens communication, improves response times, reduces variation and ensures EVS efforts align with clinical needs.

Built for the pace and precision of healthcare, Elevra provides the visibility and structure EVS teams need to deliver consistent, timely and high-quality cleaning across the system. Every task – from room turns to safety observations – moves through the same centralized platform, giving Texas Children’s Hospital leaders actionable insights that drive performance, standardization and better patient outcomes.



Assessments

Managers conduct surveys, complete inspections, and analyze quality data to track performance effectively.



Analytics

Centralized reporting for all Support Services applications.

Why Elevra Matters for Support Services

25.7%

Reduction in hourly voluntary turnover

8 pt.

Increase in patient satisfaction with use of TaskUp

10.8%

Reduction in hourly vacancies

3.9%

Increase in productive NCSF (net cleanable square foot/hour)

These outcomes reflect the value of an integrated support services ecosystem – one that connects people, processes and technology into a single operational engine.

Tasks – our management platform – is transforming healthcare support services. With smarter task routing and real-time data, Compass Healthcare cut turnaround time by 18% and boosted patient satisfaction by 8.1 points.

Click here to view the case study



Advancing EVS Through Robotics and Automation

As Texas Children's Hospital continues strengthening operational consistency, labor efficiency and patient-focused service, autonomous cleaning technology offers a strategic opportunity to modernize EVS workflows. These robotic scrubbers and vacuums integrate seamlessly into daily operations, performing routine cleaning of corridors and large spaces without requiring staff oversight. By automating predictable, repetitive work, Texas Children's Hospital can redirect labor toward higher value tasks on patient floors, in the ED and in areas where human touch is essential to the experience and safety.



Autonomous Scrubber

The Taski autonomous ecobot at Texas Children's Hospital elevates first impressions by combining high-performance cleaning and disinfection protocols with a playful, engaging presence that resonates with pediatric patients and families. As it autonomously navigates and cleans large areas like lobbies and hallways, the ecobot helps ensure a consistently clean environment while quietly capturing attention and curiosity.

Its child-friendly design and smooth movements create a sense of innovation and reassurance, transforming a routine cleaning task into a friendly, non-threatening part of the hospital experience. This not only supports infection prevention and operational efficiency but also contributes to a welcoming atmosphere that helps reduce anxiety for young patients and leaves a lasting, positive impression.

By incorporating the ecobot into daily floor care routines, Texas Children's Hospital reinforces its commitment to both cleanliness and creating a child-friendly, emotionally supportive environment from the moment families walk through the doors.



Autonomous Scrubber and Vacuum

The Lionsbot R3 Scrub, R3 Vac and/or Rex bring cutting-edge autonomous floor care solutions to Texas Children's Hospital, enhancing cleaning and disinfection protocols with intelligent, high-performance equipment.

The R3 Scrub and R3 Vac are designed to navigate dynamic environments with precision and efficiency, delivering consistent cleaning results while avoiding obstacles and adapting to changing floor plans. Rex, Lionsbot's larger model, is ideal for expansive areas such as lobbies and hallways, offering reliable performance in high-traffic spaces.

These robots not only improve cleaning consistency and operational efficiency but also add a playful, child-friendly element to the hospital environment. With 60 animated facial expressions and cheerful chimes, they create moments of joy and engagement for young patients and families, helping reduce anxiety and making the hospital feel more welcoming.

Together, these advanced floor care equipment solutions support high standards of cleanliness, optimize labor resources and reinforce Texas Children's Hospital's commitment to innovation, safety and a positive pediatric patient experience.



Operational Impact for Texas Children's Hospital

Autonomous cleaning creates measurable advantages:

- Frees EVS labor for patient-visible, experience-driving tasks
- Improves consistency in corridor and public space cleaning
- Reduces chemical and water usage
- Expands EVS coverage without expanding headcount
- Enhances reliability in off-shift and low-staff periods
- Supports workforce stabilization and retention







Environmental Services



Our EVS team has partnered with The Woodlands, West and North Austin campuses since their earliest days, starting up EVS programs alongside each hospital as they opened. From preopening readiness through ongoing operations, our teams have been an integral partner in bringing each facility to life and supporting their success in the community.

What Makes Us Different?

Crothall Specialization

Our operations teams are experts in their field who innovate, perform and create programs to help clients navigate the future of healthcare. We never blend the technical delivery of our core services, so our associates are not distracted by blended service models. Crothall's specialization is further strengthened through pediatric-focused programming, with tailored approaches that address the unique needs of children and their families. Our experts create cleaner, safer environments, ultimately creating better experiences that personalize healthcare.



The Experience

At Crothall, we have a deep passion for creating the best possible patient experience. Our formula to deliver a welcome experience begins and ends with the patient, because everyone who enters your hospital has an experience that eventually impacts the patient experience. We find creative ways to improve the experience for all five stakeholder groups: the patient, families and guests, clinical staff, community and Crothall associates.

The Crothall Culture

Crothall is defined by ordinary people doing extraordinary things. We keep people at the center of our business. Our success hinges on recruiting, retaining and developing the top talent in the industry. It's our associates who deliver the high-standard patient and guest experiences our clients have come to know and expect.

What sets us apart from our competitors is our commitment to specialization, our dedication to the experience and our Crothall culture.

Many service companies talk about their culture – Crothall lives it. Real service, service with passion and a smile, comes from people who enjoy what they do. We provide our people a place where they are trained to be masters of their craft, where they can count on their peers and supervisors to do as they promise, and where they are celebrated, respected and held accountable.

Systemwide Standardization

Crothall Healthcare is focused exclusively on healthcare support services. Our company has invested heavily in our patient services network of experts, standard operating procedures, time-tested processes and cutting-edge technology to provide a clean and safe environment of care for all your stakeholders.

Patient Safety Infrastructure

- 1 Standardized 5 Infection Prevention Pillars (High Profile Cleaning (HPC)) & Operational Mitigation of Infection Transmission (OMIT)
- 2 Strategic Focus Clinical, Nonclinical Spaces & Cluster Events
- 3 Hand Hygiene Compliance, PPE & Training
- 4 Quality & ATP Surface Measurement
- 5 Adjunct Technology, including: UV-C; Electrostatic; Surface Barrier Solutions

Laser Focused on the Experience

Our Positive Impressions patient experience program drives a consistent experience during every interaction with your patients by incorporating our tenets of Defining Moments, Engagement, Tailored To Fit and Expertise.

Texas Children's Hospital's EVS program provided by Crothall Healthcare will deliver a standardized customer service solution with an eye always on elevating the patient experience. We have the resources to help elevate the experience for you, ensuring all stakeholders experience a consistently high level of satisfaction across the system.

ED Concierge – Exceptional Emergency Department Experiences

To help our health system clients who are focused on improving patient satisfaction in the emergency department (ED), our specialists created an ED concierge program. Its focus is on improving patient satisfaction, specifically for patients who are admitted through the emergency department. We ensure ED cleanliness by wiping down seats, removing trash and maintaining the waiting room's general upkeep.

Standardized Technology and Programming Across the System

Creating consistency and program visibility provides immediate benefits including greater throughput and efficiencies by standardizing processes from shift to shift and from location to location. Standardization throughout the system.

Real-Time Performance Tracking

TeamCOACH's Quality Assurance program will be introduced to provide real-time performance tracking to proactively identify areas of opportunity.

We have been delivering noticeable outcomes in EVS for more than 35 years. Patients are noticing – HCAHPS continue to increase year over year. These noticeable outcomes keep us growing.

Elevra

Unifying Operations Management Duties and Metrics

Elevra will be implemented systemwide to ensure we continually work smarter, seamlessly unifying operations management duties and metrics in a single digital platform. Staff at facilities or within departments can address chronic issues related to efficiency as well as act faster in the moment to address high-priority tasks. Response to issues that arise improve as each associate has immediate access to management for assistance when needed.

Continuous Improvement by Establishing Governance and Innovation Council

We understand the vision we achieve must be yours. Crothall Healthcare recommends the formation of a system governance and innovation committee, comprised of both health system and Crothall leadership. The committee will work collaboratively on determining the best way to apply capital and how to most effectively bring your desired solutions to life in each of your facilities.



Making Care More Personal

Efficiency That Promotes Care

Our program is designed to deliver the best outcomes. When that is accomplished, increased patient satisfaction, reduced staff frustration and maximized revenue naturally flow.

Helping You Standardize

Standardization drives outcomes in environmental services. We implement standardized Lean-engineered cleaning processes that are science-based to minimize the spread of healthcare-associated infections (HAIs) and improve infection prevention.

Improve Nursing Relations

We collaborate and engage with nursing. We partner with them to prioritize daily duty lists to improve throughput and patient satisfaction. We make sure nurses are able to focus on their mission of healing.

Reduce Risk

We utilize the latest innovations in infection prevention to increase patient safety and reduce the incidence of HAIs.

Create a Better Patient Experience

Improving patient satisfaction through technology, training and improved nurse satisfaction. Our EVS staff is trained in our Positive Impressions program, which has improved the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores. And nurses who are able to operate at top of license enjoy higher job satisfaction. The Centers for Medicare & Medicaid Services (CMS) research has proven that when nurses are more satisfied, HCAHPS scores improve.



We continue to devote more dedicated resources than anyone else in the industry. Our specialized support structure, from housekeepers to regional managers to division vice presidents, is solely responsible for EVS and possesses full accountability for outcomes from beginning to end.



What You Can Continue to Expect from Us

The patients that we serve can not only expect a bright and shiny room but great customer service and teamwork, too. In addition to specialized service, there are three distinct differences in our environmental services compared to all others in the industry:



**Perception
and Reality
of Clean**



**Quality and
Safety**



Innovation



Perception and reality of clean is critical in our protocols. Patient experience is woven into the DNA of our service. We recruit, hire and train staff to not only disinfect a room, but to also engage patients.

Innovation flourishes in our “craft master” environment. Our R&D committee is committed to finding and testing new innovations in the market. The team was first to the market with triple UV irradiation and ATP testing. Our innovations in technology deliver cloud-based solutions that power mobile devices for faster resolution and service delivery.

Quality and safety are critical for us. Our staff using the right processes and products in partnership with cutting-edge suppliers can help reduce HAI incidence and readmissions.



Perception and Reality of Clean

Our research indicates that patients' perception of hospital cleanliness in particular is a lever for multiple quality and experience outcomes, making it an important improvement target. Specifically, the data show that patients' perception of hospital cleanliness is highly correlated with the risk of HAIs as well as HCAHPS indicators of both patient loyalty and teamwork. In other words, patients know clean when they see it, and it's important to them.

Patients are not merely impressed by shiny floors, clean bathrooms and clutter-free common areas. They expect this level of cleanliness, and they perceive it as a minimum requirement for safe, high-quality care. Your patients' perception of cleanliness also affects your hospital's overall reputation and, importantly, patient loyalty.

The third most influential question explaining patients' willingness to recommend the hospital, behind the questions asking whether doctors and nurses listened carefully, was "How often were your room and bathroom kept clean?" Among patients who reported that nurses and doctors always listened well and the room was always kept clean, 90% would highly recommend the facility.

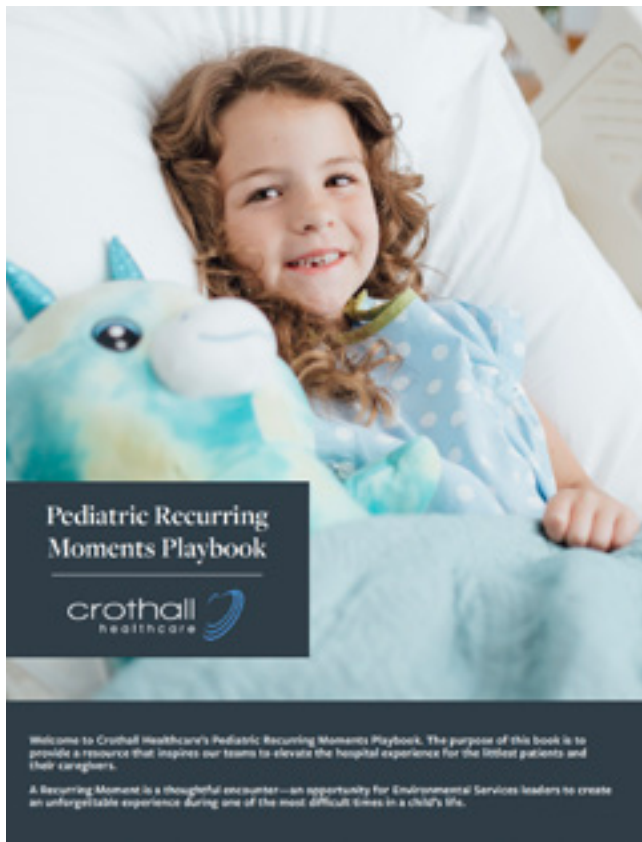
Crothall Healthcare's precise protocols maximize productivity with exceptional efficiency. We teach the protocols we've learned throughout our singular focus on environmental services.

Meaningful Moments That Matter

We believe every child deserves comfort, joy and meaningful moments throughout their healthcare journey. To support this commitment, we draw from our Pediatric EVS Playbook and Pediatric Recurring Moments Playbook, which provide structured, proven approaches to enhancing both the care environment and the patient experience.

These resources guide our teams in creating safe, clean and reassuring spaces while also delivering intentional moments that support patients and families, from welcoming first impressions to milestone celebrations and personalized touches that bring comfort during difficult times.

By combining clinical excellence with thoughtful engagement, we create experiences that build trust, support healing and ensure every interaction is meaningful for patients, families and care teams.



Bringing Customer Service to Cleaning

Housekeeping protocols can actually drive HCAHPS scores. High Profile Cleaning combines cleaning and enhanced patient experience within the same protocol. That contributes to infection prevention, offering our clients the opportunity for maximum reimbursements.

Although a room must be quantifiably clean, the perception of clean is just as critical. HCAHPS scores can be based on the smallest things in the patient experience and may have nothing to do with the clinical cleanliness of a room. Human perception can affect your facility's reimbursements. Sometimes just an impression can influence HCAHPS results.

Texas Children's Hospital's staff will continue to follow 10 steps in every room every day. Each of the steps in the High Profile Cleaning process is repeatable, measurable and proven effective.

- | | |
|-------------------------------------|--|
| 1 Interact with patient or guest. | 6 Clean the restroom. |
| 2 Empty waste receptacles. | 7 Dust mop the floor. |
| 3 High dust above eye level. | 8 Inspect the work. |
| 4 Sanitize horizontal surfaces. | 9 Damp mop the floor. |
| 5 Spot clean all vertical surfaces. | 10 Interact with the patient as leaving. |

The EVS patient experience thread is sewn throughout the High Profile Cleaning process:



Eye Contact



Voice – Tone, Inflection and Clarity



Smile

Staff is recruited, hired and trained to deliver eye and voice cues to the patient, reinforced by a warm smile. And we ensure all high-touch surfaces are disinfected daily while housekeepers engage with patients.





Quality and Safety

Standardized Practices Advanced With Innovation

A comprehensive approach grounded with best-in-class specialization has far-reaching implications on delivery of support services in a standardized, consistent manner, creating a brand that supports your mission.

Your hospital's appearance is the first opportunity to make an impression on patients and visitors. Creating a clean and safe facility builds confidence in your services and translates into improved patient satisfaction. Our industry-leading expert managers in hospital environmental services, supported by our proprietary software systems, bring best practices and an extensive network of resources to our customers. We back up our results with real guarantees to ensure maximum value.

From patient satisfaction programs to improved HCAHPS scores, our hospital environmental services are focused on the top challenges that you face daily. We can even customize our "green" hospital housekeeping programs, employing the most environmentally conscious processes and equipment to support your sustainability initiatives.

A Proven Process for Guaranteed Quality

- Customer rounding and surveys
- HPC reviews
- Employee QA
- Biannual program reviews
- Measure, report and respond
- Quality assurance
- Patient rounding and surveys

Outcomes Guaranteed

- Increased focus on patient care
- Guaranteed service outcomes
- Maximized staff productivity
- Improved revenue stream
- Consistent high levels of cleanliness
- Increased Press Ganey scores and staff engagement
- Environmentally conscious cleaning practices
- Reduced hospital-acquired infections

We believe that a good idea can come from anywhere. When singular focus in a chosen profession ignites the fire of innovation, searching for better ways becomes a passion.





Innovation

We lead the industry in innovation and are continuously improving as we strive to provide perfect patient care. Innovation thrives under our model of specialization and our solutions are customized to meet your specific needs.

Our R&D team searches and evaluates emerging innovations in products and equipment. Only those that meet our strict criteria will be integrated into our processes and procedures. One example of an advancement now being tested is Liquid Ozone chemical-free disinfectants. The Tersano Lotus Pro cleaning system produces liquefied ozone using tap water and 120-volt electrical power to create an industrial cleaner that is 50% stronger than chlorine bleach, but exceeds the Green Seal Environmental Standard (GS-37).

Three Core Areas



Infection Prevention

All solutions that have the potential to impact infection prevention and reduce HAI incidence.



Green/Sustainable

All environmentally responsible products, equipment and protocols are evaluated for optimum performance and cost effectiveness.



Aesthetic Solutions

A diverse group of products and equipment that ensure areas look as clean as they are (window washing, etc.) and are evaluated regularly. We clearly understand that the perception of clean is just as important to patients and staff as clinically clean.



Infection prevention begins with the physical environment. We use an independent infection control consultant to ensure our strict standardized protocols are consistent and that they deliver thorough cleaning of high-touch points within the patient environment. Our commitment to patient safety includes:

UV Irradiation

We were the first EVS provider to use UV technology to disinfect high-risk areas. UV technology has been proven effective against highly resistant forms of bacteria in multiple clinical tests. We now use triple emitter technology. With three UV emitters operating in a room at the same time, treatment is faster and more thorough – the closer the emitter is to surfaces, the more effective the treatment.

handwashingforlife®

We are the only EVS provider that has joined this important effort to help our staff and even our clients' staff improve hand-washing effectiveness in their facilities and reduce HAI incidence.



We were the first healthcare provider in the nation to earn the international CIMS certification with honors in 2009. We have passed each audit conducted by ISSA and have been recertified every time. In 2011 ISSA also awarded us CIMS-GB for sustainable cleaning protocols.

The Woodlands and West locations were selected for the most recent recertification audit. Their inclusion reflects the consistency of performance and adherence to established standards across the system, supporting successful renewal of certification and reinforcing the organization's commitment to continuous quality improvement.



SHYLD AI is designed to enhance cleaning and disinfection protocols through real-time monitoring of cleaning compliance, ensuring that high-touch surfaces – especially in sensitive pediatric areas like ED bays, ORs and NICUs – are properly disinfected to reduce HAIs. This is critical in protecting vulnerable pediatric patients with developing immune systems.

The Power of Clean in Infection Prevention

Crothall EVS plays a critical role in creating safe, comforting environments for pediatric patients and their families. Every tool, protocol and process we use is designed to support both infection prevention and the patient experience. The pediatric experience is as much about reassurance and comfort as it is about reducing risk.

The pediatric experience is more than a single interaction. It is a journey for children and their families. A hospital can impact a child's emotions, while parents and caregivers are navigating an extraordinary and often stressful time. Every touchpoint contributes to the overall experience and helps shape perceptions of care, safety and comfort.

In a white paper, Press Ganey demonstrates that perception can be reality. MRSA and C. diff incidences correlated with the perceptions patients had of their experience, measured by HCAHPS. It appears that "...patients can, at some level, judge actual cleanliness." Experiencing the Power of Clean for patients and family means addressing perceptions of clean as aggressively as removing pathogens from the environment.

Focusing on hand hygiene, patient rooms, family spaces, treatment areas, waiting rooms and play environments, Crothall helps create environments that support both physical healing and emotional well-being.

The most important element in pediatric care remains the patient and family experience. A clean, welcoming environment is a critical part of that journey.

Disinfecting every high-touch surface is critical. The appropriate process must be followed time after time. We employ initial and follow-up detailed auditing for clean.

Safety is a component of the experience but a broader concept at Crothall. The child is the focus, of course, but the safety of the family, caregivers and clinical staff is fundamental. The safety of our own associates is paramount to Crothall, and all these experiences affect the patient experience.

The 5 Pillars

The 5 Pillars concept is based on more than a quarter century of experience. It is a cohesive concept developed based on practical performance outcomes at Crothall EVS, regulatory adherence, scientific validation and the passionate pursuit of even better, faster and more potent protocols. The five pillars are:

- 1 **Hand Hygiene**
- 2 **Process**
- 3 **Measurement**
- 4 **Augmentation**
- 5 **Emerging Solutions**



Spreading Smiles, One Sparkle at a Time

The Power of Clean in pediatrics is about more than creating a safe environment. It is about creating moments of comfort, reassurance and joy for children and their families throughout their healthcare journey. Every interaction, every clean room and every thoughtful touch contributes to an experience that helps children feel welcome, families feel confident and caregivers focus on healing. Through the Power of Clean, Crothall EVS supports both infection prevention and the patient experience, creating environments where safety, comfort and compassion come together one sparkle at a time.



Enjoy these items for a more pleasant and safe experience.

- For Your Hands** – Clean hands help prevent infection. Use the hand sanitizing wipes to stay safe.
- For Your Lips** – Hospital air can be dry. Use the lip balm to soothe and protect your lips.
- For Your Body** – Freshen up anytime with the antibacterial cleansing cloths.
- For Rest** – Use the ear plugs and eye mask to block out noise and light for better sleep.

SPREADING SMILES
one sparkle at a time

Sustainable Solutions

We remain laser-focused on maintaining and sustaining best practice methods as well as innovation exploration. *Our standardization and multisector products team has supported these efforts along with our operational management teams and our exceptional frontline staff.*

Our commitment to fostering a sustainable future is embodied by our dedicated Sustainability Council. This team of field and industry experts source and implement environmentally friendly cleaning products and practices, ensuring your facilities remain at the forefront of sustainability.

The Sustainability Council rigorously evaluates eco-friendly products, provides customized sustainability plans and offers guidance on regulatory compliance and certification support, such as Practice Greenhealth. Additionally, we contribute to your environmental impact through initiatives that promote corporate social responsibility.

Our Mission

Advancing safe, clean environments through sustainable sourcing and efficient operations:



Waste Minimization



Loss Prevention



Green Cleaning Products



Training & Education



Green Purchasing



Reduced Carbon Footprint



Aid in Improving Recycling Rates



Digital Workflows & Cleaning Compliance

We're passionate about collaborating with clients to develop strategic sustainability plans. These plans involve proactive measures like minimizing waste, increasing recycling rates, regulating medical waste, adopting green purchasing practices, exploring innovative decomposition technologies and more.

Because of these commitments, we are leading the way with a great number of achievements, including:

- 2023 BIG Sustainability Award, for the Hydrolyte Annihilyzer System
- Practice Greenhealth Circles of Excellence Award, with our partner Hackensack Meridian Health
- HAI reduction with new UV-C technology
- Pioneering the deployment of adjunct technology
- Partner hospital, Hackensack Meridian Health, becoming the first in the nation to achieve The Joint Commission's Sustainable Healthcare Certification
- First healthcare provider to achieve CIMS-GB certification with honors from International Sanitary Supply Association





The Joint Commission's Sustainable Healthcare Certification (SHC)

SHC provides a framework to help healthcare organizations begin, continue or expand their decarbonization efforts. It builds on the momentum of healthcare organizations like Hackensack Meridian Health to push sustainability excellence by inspiring and guiding others who desire to prioritize greener practices.

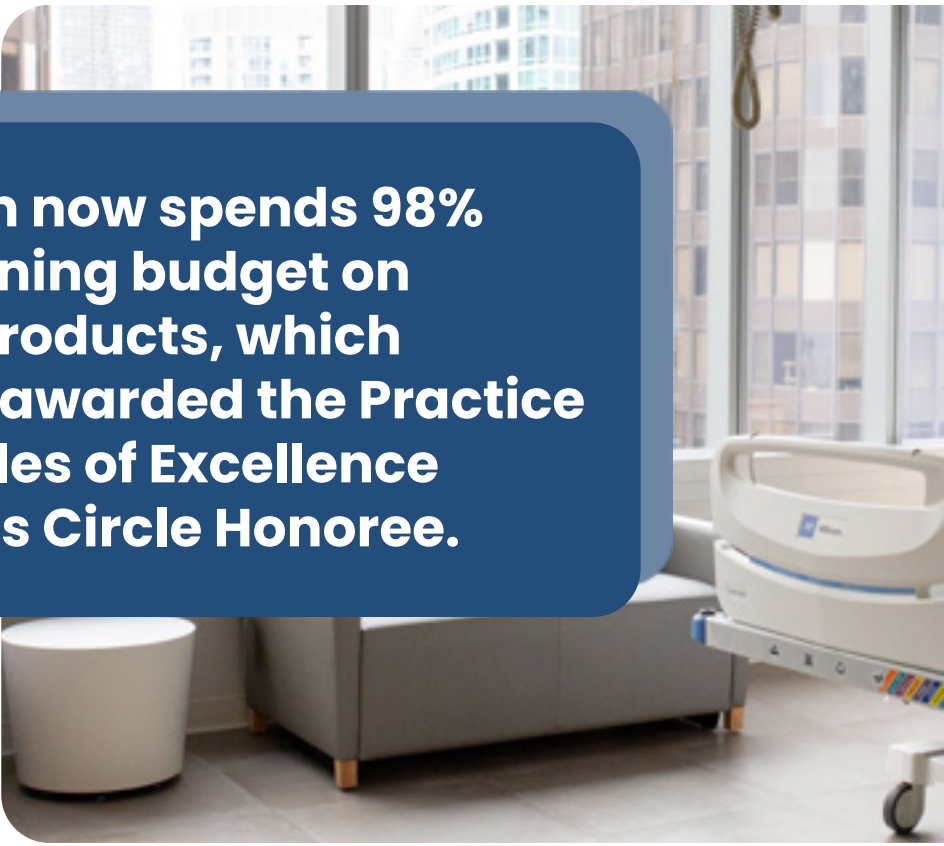
Four hospitals within Hackensack Meridian Health, New Jersey's largest and most integrated health network, were among the first in the nation to achieve The Joint Commission's SHC. These hospitals met rigorous standards and elements of performance to establish structure, rigor and accountability to accelerate healthcare's growing sustainability efforts.

To achieve SHC, all four hospitals set priorities and governance for sustainability initiatives, including creating baselines to measure three sources of greenhouse gas emissions and developing an action plan to reduce them.

The four hospitals also underwent a virtual certification review to assess their compliance with the SHC program requirements.

As a network, Hackensack Meridian Health has established itself as a national leader in sustainability. Recent achievements include:

- Implementation of 30 megawatt on-site solar and battery storage
- Invested more than \$116 million in energy-efficient infrastructure upgrades
- Achieved PEER Gold certification for Hackensack University Medical Center's central utility plant, a recognition of excellence in efficiency and resiliency
- 100% of electronics purchased in 2022 were EPEAT-certified
- Saved \$1.71 million by reprocessing medical devices, with 40,000 pounds diverted from the landfill
- 99% of furnishings purchased were free of harmful chemicals
- 96.7% of cleaning products were third-party certified as green



A hospital system now spends 98% of its annual cleaning budget on green-certified products, which resulted in being awarded the Practice Greenhealth Circles of Excellence Award, Chemicals Circle Honoree.



CIMS-GB Certification

Crothall Healthcare was the first healthcare environmental services provider to achieve CIMS-GB certification with honors from ISSA, the worldwide cleaning industry association that audits and certifies compliance with cleaning protocols. We've maintained this accreditation ever since.

To achieve CIMS certification, a minimum of 60% of green chemicals must be used, which supports Practice Greenhealth goals. Crothall Healthcare is certified nationally with honors.

CIMS-GB certifies the ability to provide green cleaning services. Of course, such services must be in alignment with customers' goals. CIMS-GB was designed specifically to assist customers in achieving points toward LEED EB: O&M certification for their buildings.

Our partnership with ISSA equips our environmental services leaders and client partners with essential training. This training covers defining key sustainability terms, distinguishing between "sustainable" and "green," and identifying key drivers for sustainability in the marketplace. Participants gain an understanding of the three pillars of sustainability, become familiar with sustainability reporting requirements and learn how to address common objections to sustainability.

Waste Minimization

We pinpoint specific waste streams and identify opportunities for reduction. Some examples of waste minimization Crothall Healthcare advocates for include:

- We encourage reusable products wherever feasible, encompassing items such as kitchenware, dishware, linens and certain surgical supplies
- Through diligent inventory management practices, we ensure efficient utilization of resources while minimizing waste



- We continually review operating room practices and products, seeking opportunities for improvement and striving toward the goal of “greening the OR”
- We leverage our purchasing power by actively selecting vendors offering sustainable products, thereby reinforcing our dedication to environmental stewardship across all facets of our operations

In collaboration with your waste management vendor, we support thorough waste audits aimed at assessing waste diversion and recycling streams. Additionally, we prioritize staff training initiatives and communication efforts to minimize contamination entering waste streams.

Green Cleaning & Purchasing

We have a broad arsenal of chemicals and products that have earned Green Seal certification. Based on the ISO international standards for environmental labeling, product and service categories are evaluated using state-of-the-art methodologies and a life cycle approach that ensures all significant environmental impacts are considered – from raw materials extraction through manufacturing to use and final disposal.

Life cycle-based standards are independent, transparent and have undergone due process. The result is a certification system that is rigorous, validated, comprehensive and transparent. It qualifies a range of products and services whose entire life cycle promotes stewardship and dedication to sustainable business practices.

Crothall Healthcare, in partnership with our clients, frequently assesses technology-driven solutions for cubicle curtains to leverage sustainable benefits, empower lean workflows and ensure on-time exchanges. This approach enhances patient and staff safety while maintaining regulatory compliance.

Studies have found methicillin-resistant *Staphylococcus aureus* (MRSA) and other pathogens on privacy curtains and because porous surfaces cannot be disinfected, privacy curtains must be exchanged for clean, fresh ones according to the facility’s protocol for curtain exchanges. These organisms can easily transfer to the hands or gloves of healthcare workers.

Reducing waste, costs and the carbon footprint without compromising safety is a significant win for any healthcare organization. Recycling items such as face masks, gowns and privacy curtains has been challenging for healthcare systems. **However, partners like KleenEdge can reduce waste volume by up to 85% through their CurtainMelt technology, making recycling more efficient and sustainable.**

KLEENEDGE™
CURTAIN PROTOCOL

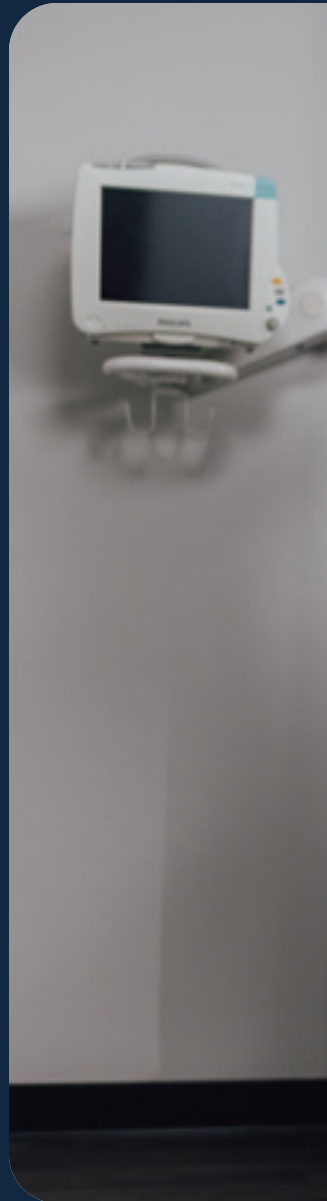


NILFISK

Mindful Cleaning With Nilfisk

Nilfisk is dedicated to making cleaning more efficient. Features include:

- **Lower Energy Consumption** – ECOFLEX technology saves as much as 20% energy when cleaning. All new product platforms developed may decrease energy consumption by as much as an additional 25%, compared to similar product platforms.
- **Lower Water Consumption** – With the right machines, we're able to control the amount of water needed when cleaning at any given moment. Save time and reduce costs with ECOFLEX and SMARTFLOW, which can lower water usage by as much as 40%.
- **Lower Detergent Use** – Is it possible to use less detergent and achieve optimum cleaning? ECOFLEX ensures you get the most of your cleaning efforts, while significantly lowering detergent use by as much as 60%. Less detergent use also helps reduce cleaning costs.
- **Improve Air Quality** – The most hazardous dust particles can be generated from seemingly harmless materials or work processes. H-Class dust can come from a range of materials including asphalt, sand, gravel, tiles, concrete and mortar. Using an H-class vacuum can help minimize potential health risks that may emanate from hazardous dust materials.
- **Ergonomics** – Nilfisk strives to design cleaning machines that reduce user fatigue from machine vibration and other factors. The unique ONETOUCH operator controls and soft-touch paddle found on many Nilfisk models make operation safe, consistent and easy to learn.
- **SMARTFLOW Technology** – The right amount of water and detergent eliminates excess solution dispensing by automatically reducing the solution flow rate when the machine is slowed down. SMARTFLOW ensures consistent cleaning without wasting water and chemicals when they aren't needed.
- **SILENTECH Technology** – Low noise means increased operator safety and the ability to clean during business hours. Further, you'll also use less energy when operating your scrubber at lower motor speeds.
- **Random Orbital Scrubbing Technology (REV)** – REV is the first and only scrubbing system that uses distinct orbital and rotational motions. In addition to being a superior daily scrubber, REV is so effective at deep scrubbing that you can remove old floor finish in a single pass, with no chemicals – saving money and cleaning time.
- **LIFT Technology** – Reduce mold in the work environment. This patented indirect spray feature provides superior cleaning while increasing per-tank productivity and reducing water and detergent usage. Experience dry times of less than 30 minutes and reduce the risk of bacteria growth on lightly soiled carpets.





Utilizing Technology in Green Cleaning

Crothall Healthcare is committed to assisting in the reduction of harmful exposure to traditional cleaning products, including:

- High-filtration vacuum cleaners
- Automatic scrubbing machines that use water only
- Microfiber technology
- Ultraviolet light disinfection
- Hydrolyte Annihilizer electrostatic spray system

Emerging Innovation

Medama HOCl Generator

Hypochlorous Acid (HOCl) is a highly effective intermediate-level disinfectant. It is the killing component of bleach without the harmful and caustic effects of the chemical Hypochlorite present in bleach. The Medama Model OSG Large Volume 1-cell (LV1K) Automated Electrolyzed Water On-Site Generator (OSG) contains an electrolytic cell that produces HOCl, killing bacteria, fungus, mold, mildew, spores and other microorganisms in very short contact times.

Why use the Medama HOCl Generator?

- The Medama HOCl Generator is the only generator on the EPA's List K of chemicals certified for producing on-site disinfectant for killing C-diff and is one product for all infection control/prevention needs. It kills C. difficile, Staphylococcus aureus, SARS-CoV-2, Influenza, Norovirus and many other pathogens
- It is also the only generator that produces HOCl with an EPA **five-minute kill** for C. diff and C. auris, all while maintaining a neutral pH and without harsh fumes
- Produces **250-300 gallons every 24 hours**, only needing power, a water source and drain
- Results in reduced packaging, transportation needs and reliance on the supply chain
- Saves on equipment damage-related costs because it is noncaustic, neutral and approved for use on all water-safe surfaces
- HOCl eliminates the use of multiple disinfectant wipes for different applications



Medama HOCl Generator



The Ambulatory EVS Challenge

Patient perceptions are dramatically affected by cleaning. The “clean” patients perceive in a healthcare environment indicates attention to detail by staff and risk of infection for themselves. The medical office building experience is often the first touchpoint for TCH’s brand and reputation. It’s not an isolated experience.

Office-grade cleaning is not nearly enough for the risks you face. On the surface the price seems right, but office-grade cleaning providers have little or no knowledge of healthcare cleaning protocols. Knowledge of handling bloodborne pathogens doesn’t exist. “Terminal cleaning” is not understood. Healthcare EVS protocols are foreign to them. Even disinfectants are used incorrectly.

However, hospital-grade clean is more than you need in an ambulatory site, and more than you need to spend for everyday service because ambulatory services are different. There are no overnights and no isolation areas. Regulations are different. Risk points can be lower – patients self-select based on their assessment of the problem. You must have access to that level of disinfection when needed. Healthcare-grade knowledge, experience and capabilities must be there when needed and at the ready.





Crothall's greatest difference is our delivery model – specialization.

Focused performance within a single skill set makes the Crothall program best-in-class and unique. We have found specialization drives out waste, delivers effective service and improves productivity.



The Crothall Difference

1 Expertise

Singular focus on environmental services in acute care facilities for more than 30 years has taught us what works. Protocols have been built, tested and retested in healthcare environments across the country over decades of service and with optimized productivity. We are best practice competent in all types of terminal clean protocols and deliver regulatory-compliant service every day. All terminal cleaning follows A.O.R.N. (Association of periOperative Registered Nurses) standards for cleaning in a sterile environment.

2 Clean Cues

Because cleaning is done while staff is not present, small things make a big difference. If paper towels are not filled, the immediate perception is that the bathroom was not cleaned – it's just human nature. We understand this and leave the following "clean cues" for tenants and patients: v-tipped toilet paper, blue water toilet disinfectants and toilet bands. Clear and frequent communications with tenants and clinical staff is critical. Tenants deal directly with patients and their families, so we speak directly with tenants.

3 Day Porters

Day porter services provide continuous daytime support in ambulatory settings, focusing on public areas, restrooms, real-time spill response, waste removal and touchpoint cleaning to maintain cleanliness during peak operating hours and enhance patient and staff experience.



Our Credentials

Crothall generated \$2 billion in annual revenues in 2025. We are proud to serve over 1,200 accounts with more than 28,000 employees on our payroll. We continue to grow dramatically both organically and through acquisitions of “Best in Breed” healthcare service providers. Our average contract age is over 7.1 years. We are market leaders in all healthcare services we deliver.

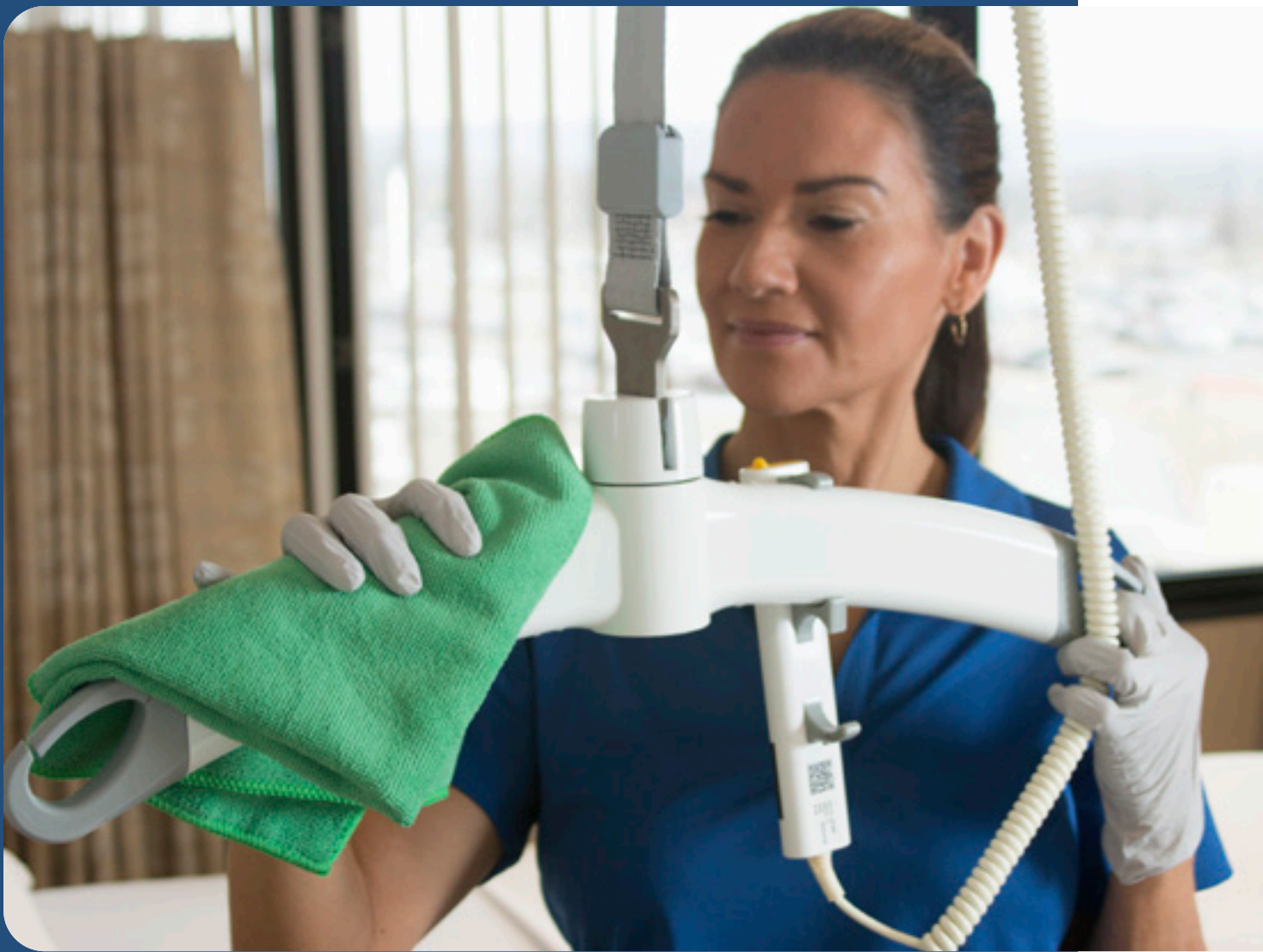
EVS Specialization

The healthcare market was built on specialization for good reason, and so is Crothall. Focused service helps us adjust to healthcare’s changes in need. Healthcare is changing fast and Crothall stays ahead of this change with ideas, innovation and applied technologies. Everything we do is challenged to find a better, faster, more cost-effective way.

Unique Differences

While so much of what we do is unique and cutting edge in EVS, everything we do is fueled by safety, efficacy and results. It is who we are, it is who Compass Group is and it is what healthcare is.

- **Patient Satisfaction** – There are two clear demonstrations of our commitment: the national patient experience team of specialists in patient satisfaction that nobody else has and High Profile Cleaning, where we embed patient engagement in cleaning/disinfecting protocols.
- **Patient Safety** – We play a critical role in every client’s drive to reduce HAI incidence – it starts with the environment itself and flows through to handwashing disciplines by everyone.
- **Innovation** – Aggressive innovations in products, equipment and IT technologies – it’s who we are.



Standardized Protocols

Every customized ambulatory EVS program we create is a collection of very precise techniques. The protocols are dictated strictly by the client's situation and are predictable, repeatable, auditable and refined to a science.

Over 30 years of cleaning in healthcare has created a playbook that works in any facility. Whether it's a stainless steel drinking fountain or a porcelain one, we've cleaned it. We have a procedure for cleaning whatever it is. We know it works because we continuously audit and make adjustments.





Quality Assurance

Quality control is even more important in ambulatory EVS service. Crothall supervisors are the linchpin that ensures performance delivery.

Clinical staff has standards that are born in the acute care facility. Our standardized protocols in healthcare environmental services can flex to meet the higher demands of clinical staff.

Our dedication to accountability and transparency is apparent in our reporting programs, supported by our custom TeamAPPS technology. Key metrics are measured and reported on a regular basis.

Meeting and listening to tenants identifies special needs. Talking to tenants while the staff is in the facility allows managers to “take a pulse” of the operation and identify areas of concentration. This direct line of communication eases the burden of property managers.

We embed real-time HCAHPS scores to allow predictive scoring. Those results are posted on the TeamCOACH dashboard for full transparency. As a benchmark, our TeamCOACH QA application pulls downloadable public and third-party HCAHPS information and CMS data.

Regional and national staffs also perform compliance audits. We promote open communication at all levels of the organization so every need is met and no concern lingers in bureaucratic limbo.

The SystemSURE Plus ATP system is a key component in auditing performance. Protocols can only be improved with constant monitoring using the latest in clean methods.





Food and Nutrition Services

Pediatric Expertise

Our mission is to excite the senses, nourish the body and turn moments into meaningful experiences for children and their families.

Serving Texas Children's requires a highly specialized, pediatric-focused approach that integrates clinical nutrition, family engagement and hospitality-driven service. In close partnership with you, we have continuously evolved our program to align with the organization's clinical, operational and family-centered care priorities, tailoring solutions that reflect the unique needs of your patients, families and care teams.

Children and young adults have distinct nutritional and emotional needs that evolve across developmental stages. At Texas Children's, we deliver age-appropriate menus supported by dietitians, personalized ordering through a room service model with bedside support, and technology-enabled tools that ensure accuracy, safety and flexibility. This approach combines clinical precision with choice, empowering patients and families to actively participate in the dining experience while supporting nutritional outcomes and dietary compliance.

Nonverbal cues such as plate presentation, tray accuracy and menu accessibility play a critical role in shaping perceptions of food quality and overall satisfaction. Through high-touch ambassador rounding, clear communication of options and personalized service interactions, we create a reassuring and engaging environment. We elevate the experience through thoughtful presentation, family-centered support and personalized touches that bring comfort, reduce anxiety and create positive, lasting impressions for every child.

Pediatrics Council

Morrison Healthcare brings our patient experience and operational leaders together to ensure our youngest patients and their families receive the best care.

With participation from over 60 hospitals and specialty units, and nearing 250 internal members, the Pediatrics Council looks to provide our teams with industry-leading knowledge and our clients with the best possible outcomes.

Guest speakers representing the most respected children's hospitals in the nation have joined to educate on topics ranging from data analytics and age-specific care inclusion to engaging patients with autism.



A national repository of shared best practices and a customized, best-in-class approach



Access to education, data analytics and shared experiences



Connection to clients and pediatric leaders from our extensive account portfolio



Menu Development by Age Segmentation

Our focus is to provide specific menus for each segment of the pediatric population. We will work with Texas Children's Hospital to tailor each menu to fit the needs of your patients.



Baby (0–11 months)

Toddler/Preschool (1–5 years)

Childhood/School Age (6–11 years)

Adolescence (12–18 years)

Motivation

Newborn behavior, physical attachment

Independence (self-feeding), nourishment, growth, exploration and discovery

Growth and development; laying the groundwork for a healthy lifestyle

Physical change; developing bodies; social and emotional growth

Menu/Food Types

Infant feeding/support for breastfeeding moms

Picture and written menu; variety (tastes, textures, colors)

Written menu: school-aged menu design to include graphics; wide variety of food options

Written menu; teen-themed menu presentation; focus on proteins, carbs and fats

Process/Service

Formula room/Room service with dining liaison support

Room service with dining liaison support

Room service/MyMeal

Room service/MyMeal



Children's Menus

Mealtimes that incorporate playful elements can lead to improved mood and social interaction among young patients and their families. Our new children's menus are customized and creatively tailored toward age group and developmental abilities. We also provide limited-time offer menus that include seasonal treats and special themed events with kids in mind. We have snack and celebration carts to surprise as well as pop-up events that excite kids for special occasions, milestones, holidays and themed days.

Room Service Menus

Ages 1–5

Menu Features:

- Bright Colors and Playful Images
- Fun Food Shapes
- Interactive Elements





HOW MANY ARE THERE?

Count how many objects there are across the menu, then write your answers in the boxes!

Answer key at bottom

FINISH THE SHAPE!

Draw along the dashed lines to complete each shape.

SQUARE

TRIANGLE

CIRCLE

Answer Key: Pencil=5, Stars=10, Apples=3, Paw Prints=3



BREAKFAST

FAVORITES

- Classic American Breakfast
- Cinnamon French Toast Sticks
- Continental Breakfast
- Mini Chicken Breakfast
- Silver Dollar Blueberry Pancakes

CEREAL

Cold:

- Cheerios
- Frosted Flakes
- Rice Krispies

Hot:

- Apple Cinnamon Cream of Wheat
- Purr-fect Oatmeal
- Grits

FRUIT & BAKERY

- Blueberry Mini Muffin
- Unicorn Yogurt Parfait
- Seasonal Fruit

LUNCH & DINNER

SOUP

- Chicken & Stars
- Tomato

SALAD

- Crunchy Veggies with Ranch**
celery, carrots, cucumber, ranch dressing
- Hummus & Pita Plate**
hummus, pita, cucumbers
- Fresh Fruit Plate with Yogurt Dip**
grapes, pineapple, strawberries, yogurt

SANDWICH

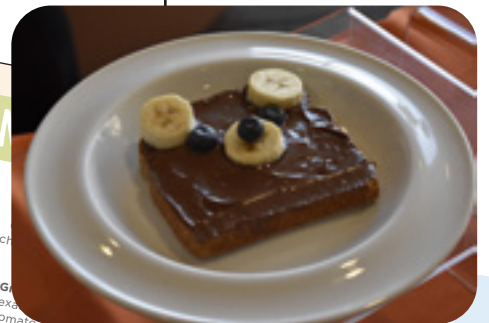
- Ham & Cheese Sammies**
ham, cheddar, hawaiian roll
- Turkey & Cheese Sammies**
turkey, cheddar, hawaiian roll
- Un crustable PB&J**
peanut butter, grape jelly sandwich

BEVERAGES

- Hot Cocoa
- Juice (apple, grape, orange)
- Lemonade
- Milk*

*Non-dairy milk available

Some foods may not be appropriate based on your diet prescription. We will be happy to assist you in making your meal choices.



CHEF SPECIALS

Cheesy Dippers with Marinara
Chicken & Broccoli Alfredo
Chicken Soft Tacos
Pasta & Meatballs
Teriyaki Chicken & Rice

BEVERAGES

Hot Cocoa

BREAKFAST

FAVORITES

Classic American Breakfast
Cinnamon French Toast Sticks
Continental Breakfast
Mini Chicken Biscuits
Silver Dollar Blueberry Pancakes

CEREAL

COLD
Cheerios
Frosted Flakes
Rice Krispies

HOT
Apple Cinnamon Cream of Wheat
Purrr-fect Oatmeal
Grits

FRUIT & BAKERY

Blueberry Mini Muffin
Unicorn Yogurt Parfait
Seasonal Fruit

LITTLE EXPLORERS MENU

Grilled Cheese & Tomato Soup

French Toast Sticks

Pasta & Meatballs

Cheerios

Crunchy Veggies with Ranch

Fruity Pebbles Rice Krispy Treat

Purrr-fect Oatmeal

Teriyaki Chicken & Rice

Cheesy Dippers

TO ORDER, PLEASE CALL 5141 BETWEEN 7AM-8PM

LUNCH & DINNER

SALAD

Crunchy Veggies with Ranch
celery, carrots, cucumber, ranch dressing

Hummus & Pita Plate
hummus, pita, cucumbers

Fresh Fruit Plate with Yogurt Dip
grapes, pineapple, strawberries, yogurt

SANDWICH

Ham & Cheese Sammies
ham, cheddar, hawaiian roll

Turkey & Cheese Sammies
turkey, cheddar, hawaiian roll

Uncrustable PB&J
peanut butter, grape jelly

GRILL

Crispy Chicken Nuggets & Tots
chicken nuggets, crispy tater tots, honey mustard

Grilled Cheese & Tomato Soup
texas toast grilled cheese strips, tomato soup, goldfish croutons

Mini Cheeseburger Sliders
burger slider, american cheese, hawaiian roll, pickle, ketchup

Mozzarella Sticks with Marinara

SOUP

Chicken & Stars
Tomato

DESSERT

Brownie Bites
Chocolate "Dirt" With Worms
Cookies & Milk
Fruity Pebbles Rice Krispies Treat
Mandarin Oranges
Milkshake
Chocolate | Strawberry | Vanilla

MUNCHKIN MUNCHIES

Animal Crackers
Cheez-Its
Cheese Stick
Goldfish
Go-Go Squeeze
Strawberry Go-Gurt
Teddy Grahams

Hospitality ambassadors will be available to help our youngest patients with their meal ordering and dining needs.





Room Service Menus

Ages 6-11

Menu Features:

- Youthful Menus with a Touch of Cool
- Familiar Food with a Twist
- Themed Experiences

BREAKFAST

FAVORITES

Cinnamon
French Toast Sticks
Classic American
Breakfast

Continental Breakfast
Mini Chicken Biscuits
Silver Dollar Blueberry
Pancakes

CEREAL

COLD

Cheerios
Frosted Flakes
Rice Krispies

HOT

Apple Cinnamon
Cream of Wheat
Grits
Oatmeal

FRUIT & BAKERY

Blueberry Mini Muffin
Seasonal Fruit

Unicorn Yogurt Parfait

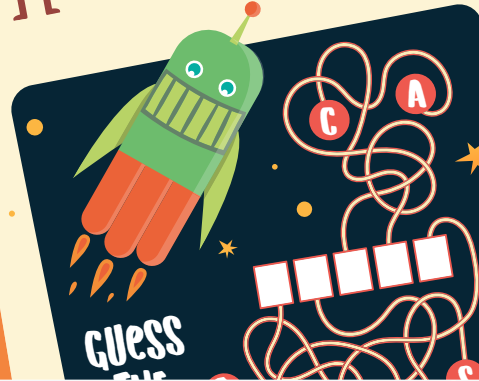
GRILL

Tater Tots

*plant-based sausage available

SPACE MAZE

Help the space creature get across
the galaxy to reach his spaceship!



SOUP

Chicken & Stars
Tomato

SALAD

Crispy Chicken Salad
chicken tenders, cheddar, tomato,
cucumber, mixed greens

Chicken Caesar
romaine, goldfish croutons,
parmesan cheese

Crunchy veggies with Ranch
celery, carrot, cucumber,
ranch dressing dip

Fresh Fruit with Yogurt Dip
grapes, pineapple, strawberries, yogurt

GRILL

Cheese Quesadilla
cheddar, flour tortilla, lettuce,
pico de gallo,
sour cream, guacamole

Crispy Chicken Tenders & Tots
chicken tenders, crispy tater tots,
honey mustard

Grilled Cheese & Tomato Soup
texas toast grilled cheese, tomato
soup, goldfish croutons

Mini Cheeseburger
cheeseburger slider, american,
pickle, ketchup, hawaiian roll

Mozzarella Sticks
served with marinara sauce

LUNCH & DINNER

ASTRONAUT SPECIALS

Cheesy Dippers with Marinara

Chicken & Broccoli Alfredo

Chicken Soft Tacos

Pasta & Meatballs

Teriyaki Chicken & Rice

Build-Your-Own Veggie Plate
cheesy broccoli, glazed carrots,
green beans, mashed potatoes & gravy,
macaroni & cheese, skillet apples

PIZZA

Cheese

Pepperoni

Meatza

Veggie

SANDWICH

Ham & Cheese Sammies
ham, cheddar, hawaiian roll

Turkey & Cheese Sammies
turkey, cheddar, hawaiian roll

Un crustable PB&J
peanut butter, grape jelly

BEVERAGE

Horizon Milk*

Hot Cocoa

Juice
apple, grape, orange

Lemonade

*plant-based sausage available

DESSERT

Brownie Bites

Chocolate "Dirt" with Gummy Worms

Cookies & Milk

Fruity Pebbles Rice Krispies Treat

Mandarin Oranges

Milkshakes
chocolate, strawberry, vanilla

MUNCHIES

Animal Crackers

Cheez-Its

String Cheese

Goldfish

Go-Go Squeeze Applesauce

Strawberry Go-Gurt

Teddy Grahams



BREAKFAST

FAVORITES

- CINNAMON FRENCH TOAST STICKS
- CLASSIC AMERICAN BREAKFAST
- CONTINENTAL BREAKFAST
- MINI CHICKEN BISCUITS
- SILVER DOLLAR BLUEBERRY PANCAKES

COLD

- CHEERIOS
- FROSTED FLAKES
- RICE KRISPIES

CEREAL

- APPLE CINNAMON CREAM OF WHEAT
- GRITS
- OATMEAL

HOT

FRUIT & BAKERY

- BLUEBERRY MINI MUFFIN
- SEASONAL FRUIT
- UNICORN YOGURT PARFAIT

GRILL

- BACON
- BREAKFAST POTATOES
- SAUSAGE LINK*
- SCRAMBLED EGGS
- SILVER DOLLAR BUTTERMILK PANCAKES
- add blueberries, chocolate chips
- TATER TOTS

AWESOME GAMES!



- KNIGHT
- KING
- PRINCESS
- DRAGON
- WIZARD
- HORSE
- CASTLE
- KIDS

6 YUMMY PAGES
11 DEC. 2978

TO ORDER, PLEASE CALL 5141 BETWEEN

SUPERHERO



SOUP

- CHICKEN & STARS

SALAD

- CRISPY CHICKEN SALAD
- chicken tenders, cheddar, tomato, cucumber, mixed greens

- CHICKEN CAESAR
- romaine, goldfish croutons, parmesan cheese

- CRISPY VEGgie ROLL
- celery, cucumber, dressing
- FRESH YOGURT
- grapes, strawberries

GRILL

- CHEESE QUESADILLA
- cheddar, flour tortilla, lettuce, pico de gallo, sour cream, guacamole

- CRISPY CHICKEN TENDERS & TOTS
- chicken tenders, crispy tater tots, honey

- GRILLED CHEESE & TOMATO SOUP
- texas toast grilled cheese, tomato soup, goldfish croutons

- MINI CHEESEBURGER
- cheeseburger slider, american, pickle, ketchup, hawaiian roll

- MOZZARELLA STICKS
- served with marinara sauce



7AM - 8PM!
US LIMITED EDITION

LUNCH & DINNER

SUPER SPECIALS

CHEESY DIPPERS WITH MARINARA

CHICKEN & BROCCOLI ALFREDO

CHICKEN SOFT TACOS

PASTA & MEATBALLS

TERIYAKI CHICKEN & RICE

BUILD-YOUR-OWN VEGGIE PLATE
cheesy broccoli, glazed carrots, green beans, mashed potatoes & gravy, macaroni & cheese, skillet apples

SANDWICH

HAM & CHEESE SAMMIES
ham, cheddar, hawaiian roll

TURKEY & CHEESE SAMMIES
turkey, cheddar, hawaiian roll

UNCRUSTABLE PB&J
peanut butter, grape jelly

BEVERAGE

HORIZON MILK*

HOT COCOA

JUICE
apple, grape, orange

LEMONADE

*plant-based sausage available

PIZZA

CHEESE
PEPPERONI
MEATZA
VEGGIE

DESSERT

BROWNIE BITES

CHOCOLATE "DIRT" WITH GUMMY WORMS

COOKIES & MILK

FRUITY PEBBLES RICE KRISPIES TREAT

MANDARIN ORANGES

MILKSHAKES
chocolate, strawberry, vanilla

MUNCHIES

ANIMAL CRACKERS

CHEEZ-ITS

STRING CHEESE

GOLDFISH

GO-GO SQUEEZE APPLESAUCE

STRAWBERRY GO-GURT

TEDDY GRAHAMS

Room Service Menus

Ages 12-18

Menu Features:

- Modern and Cool Menus
- Flavorful and Diverse Options
- Customizable and Instagramworthy

BREAKFAST

Favorites

Classic American Breakfast
Cinnamon French Toast Sticks
Continental Breakfast
Mini Chicken Biscuits
Silver Dollar Blueberry Pancakes

Cold Cereals

Cheerios
Frosted Flakes
Rice Krispies

Hot Cereals

Apple Cinnamon Cream of Wheat
Oatmeal
Grits

Fruit & Bakery

Fruit & Honey Yogurt Crunch
Muffins
banana, blueberry, chocolate chip
Seasonal Fruit

Grill

Bacon
Breakfast Potatoes
Tater Tots
Sausage Link*
Scrambled Eggs
Silver Dollar Pancakes
add blueberries, chocolate chips,
sprinkles

*Plant-based sausage available

WORD SEARCH

A R G U E P Z G E C
R K A L N E U R N A
T O R D D P C C O R
I H L C I E H I N T
A G O E V S U G A R
S W B N E P H S I P
P A R T I C H O K E
A T U O C O E G G P
G E S M H D N O S N
A R S P I N A C H W
R C E W G E R B B C
U R L L P A Y C G R
S E S C A R R O T W
I S P L L K E L O I
E S R E W O L F I L
N C O L L R E D W C
D I U P K I C S N I
P O T A T O R N
V R A D I C H O
E U L A P I N R

CORN
GREEN BEAN
TOMATO
ARTICHOKE
KALE
SCALLION
ENDIVE
CAULIFLOWER
PEPPER
ASPARAGUS
SPINACH
PEA

Sand
Buffalo C
buffalo chi
blue chees

Ham & Che
ham, cheddar

Turkey & Che
turkey, cheddar

Ham Roll-Up
ham, cheddar,

Turkey Roll-Up
turkey, cheddar,

Uncrustable PB&J
peanut butter, grape

SEARCH

U T T E L G U R A B
G I O R K A T C R R
N C U T T E L O C U
B E A P O E P L C S
A P S A E B E L O E
U M P K I N P A I S
P B O N A O P R L W
L A N T M H E D T I
A E B N E E R G O S
T O N I O E T R R S
I P S M B B B E A C
E E Z M S P I E C H
O R U S C N O N R A
H C C I D A R S R R
U A C U S B E U O D
L B H O C H G P L T
I B I P L U I R F O
I P L I U D U R Y



THE DOODLE CLUB MENU

LUNCH & DINNER

Soup

Chicken & Stars
Tomato
Seasonal

Salad

Crispy Chicken Salad
Chicken tenders, cheddar, tomato,
cucumber, mixed greens

Chicken Caesar
Chicken, olive, goldfish croutons, parmesan

Cherry Veggies with Ranch
Carrots, cucumber, dressing dip

Fruit with Yogurt Dip
Pineapple, strawberries, yogurt

Twich

Chicken Wrap
Chicken, lettuce, celery,
dressing, tortilla

Cheese Sammies
Cheese, ham, hawaiian roll

Cheese Sammies
Cheese, ham, hawaiian roll

cream cheese, tortilla

cream cheese, tortilla

Apple jelly

Pizza

Cheese
Pepperoni
Meatza
Veggie

Boneless Wings

BBQ
Ranch
Buffalo
Honey Mustard

Grill

Cheese Quesadilla
cheddar, flour tortilla, lettuce, pico de gallo,
sour cream, guacamole

Crispy Chicken Tenders & Tots
chicken tenders, crispy tots, honey mustard

Grilled Cheese & Tomato Soup
texas toast grilled cheese, tomato soup,
goldfish croutons

Mini Burger
burger slider, pickle, ketchup, hawaiian roll

Mini Cheeseburger
cheeseburger slider, american, pickle,
ketchup, hawaiian roll

Mozzarella Sticks with Marinara
served with marinara sauce

Doodle Club Specials

Cheesy Dippers with Marinara
Chicken & Broccoli Alfredo
Pasta & Meatballs
Chicken Soft Tacos
Teriyaki Chicken & Rice
Build-Your-Own Veggie Plate
cheesy broccoli, glazed carrots,
green beans, mashed potatoes & gravy,
macaroni & cheese, skillet apples

Dessert

Brownie bites
Chocolate "dirt" with gummy worms
Cookies & milk
Fruity Pebbles Rice Krispies Treat
Mandarin Oranges
Milkshakes
chocolate, strawberry, vanilla

Munchies

Animal Crackers
Cheez-Its
String Cheese
Goldfish
Go-Go Squeeze Applesauce
Strawberry Go-Gurt
Teddy Grahams

Beverage

Horizon Milk*
Hot Cocoa
Juice: Apple | Grape | Orange
Lemonade
*Non-Dairy milk available

MENU- LICIOUS!

PASTA!

SALADS!

GRILL!

SOUP!

TO ORDER,
PLEASE CALL
5141 BETWEEN
7AM - 8PM!

BREAKFAST

FAVORITES

CLASSIC AMERICAN BREAKFAST
CINNAMON FRENCH TOAST STICKS
CONTINENTAL BREAKFAST
MINI CHICKEN BISCUITS
SILVER DOLLAR BLUEBERRY PANCAKES

COLD CEREALS

CHEERIOS
FROSTED FLAKES
RICE KRISPIES

HOT CEREALS

APPLE CINNAMON CREAM OF WHEAT
OATMEAL
GRITS

FRUIT & BAKERY

FRUIT & HONEY YOGURT CUPS
MUFFINS
banana, blueberry, chocolate
SEASONAL FRUIT

GRILL

BACON
BREAKFAST POTATOS
TATER TOT
SAUSAGE LINKS
SCRAMBLED EGGS
SILVER DOLLAR
add blueberries, chocolate



COUNTRIES WORD SOUP

U C A M B E N I V P H V E N I A L P U B
R D E N M A R K N A G E Z O C D V A N O
I A G O D T O V A N O N T D I A E R D L
O N Y R N A J Q L E C E R H N D N G A
B A O W A I T C A M A Z E N I M E A R
U J P A I N O T S E M U K R K O W E R
L Y E G Y P T A U Y E E B U W E N O R
G D N A L A E Z W E N L W R N A B E L
A S O D G E R M A N Y A N O N A B E L
R C O N E M Q U G A I L O I K R A R C A
I A R A Z A G D U T C B D A Y A Q R C A
E L R A U E A S E O A L R G E F I E
K A N L Z O L C A G U S A N T I A A
F Y N I A M Y A T I A A
V I E T Y A N L V
A R N E S O
M T D



CHICKEN &
STARS

SOUP
TOMATO

SEASONAL

PIZZA
CHEESE
PEPPERONI
MEATZA
VEGGIE

BONELESS WINGS
BBQ
RANCH
BUFFALO
HONEY MUSTARD

BEVERAGE
HORIZON MILK*
HOT COCOA

JUICE
apple, grape, orange
LEMONADE

TOTALLY AWESOME SPECIALS
CHEESY DIPPER WITH MARINARA
CHICKEN & BROCCOLI ALFREDO
PASTA & MEATBALLS
CHICKEN SOFT TACOS
TERIYAKI CHICKEN & RICE
BUILD-YOUR-OWN VEGGIE PLATE
cheesy broccoli, glazed carrots, green beans,
mashed potatoes & gravy, macaroni & cheese,
skillet apples

DESSERT
BROWNIE BITES
CHOCOLATE "DIRT" WITH GUMMY WORMS
COOKIES & MILK
FRUITY PEBBLES RICE KRISPIES TREAT
MANDARIN ORANGES
MILKSHAKES
chocolate, strawberry, vanilla

MUNCHIES
ANIMAL CRACKERS
CHEEZ-ITS
STRING CHEESE
GOLDFISH
GO-GO SQUEEZE APPLESauce
STRAWBERRY GO-GURT
TEDDY GRAHAMS

SANDWICH
BUFFALO CHICKEN WRAP
buffalo chicken, lettuce, celery,
blue cheese dressing, tortilla

HAM & CHEESE SAMMIES
ham, cheddar, hawaiian roll

TURKEY & CHEESE SAMMIES
turkey, cheddar, hawaiian roll

HAM ROLL-UP
ham, cheddar, cream cheese, tortilla

TURKEY ROLL-UP
turkey, cheddar, cream cheese, tortilla

UNCRUSTABLE PB&J
peanut butter, grape jelly

GRILL
CHEESE QUESADILLA
cheddar, flour tortilla, lettuce, pico de gallo,
sour cream, guacamole

CRISPY CHICKEN TENDERS & TOTS
chicken tenders, crispy tots, honey mustard

GRILLED CHEESE & TOMATO SOUP
texas toast, grilled cheese, tomato soup,
goldfish croutons

MINI BURGER
burger slider, pickle, ketchup, hawaiian roll

MINI CHEESEBURGER
cheeseburger slider, american,
pickle, ketchup, hawaiian roll

MOZZARELLA STICKS
served with marinara sauce

Retail Strategy

Our Vision for the Cafe at Main

Our vision for the Cafe at Main is to create a vibrant, purpose-driven dining destination that enhances the everyday experience for patients, families and staff while supporting Texas Children's broader mission of health and healing. Thoughtfully designed to balance convenience, quality and wellness, the cafe will offer a diverse range of dining options, modern retail concepts and engaging experiences that meet the needs of a dynamic healthcare environment.

More than a place to eat, the Cafe at Main will serve as a central hub for connection, nourishment and innovation, integrating culinary excellence, wellness initiatives and technology-enabled convenience to deliver a consistent, high-quality experience across the campus.

Click to explore a walkthrough video of our vision for the Cafe at Main.



Dressed Up

Wondering how to “dress up” your salad? It’s simple! First, choose a base, then pick one of our delicious proteins. We have everything from lentils to jerk shrimp. Now it’s time to top it off with a variety of different toppings. Finally, add some amazing salad dressings to finish it off. And that was just the build-your-own-bowl option!



The Taco Shoppe

Everyone agrees that tacos are now considered one of the main food groups. The Taco Shoppe makes getting your daily taco fix easier than ever. Simply choose how many, your protein and your side. You'll be enjoying fresh goodness wrapped in a tortilla in no time.



Good Grain Deli

Good Grain is a wholesome, ingredient-driven quick-service concept offering fresh, flavorful meals made with quality ingredients. From breakfast to lunch, it delivers nourishing options in a modern, inviting setting. Whether guests are looking for a hearty sandwich, a nutritious grain bowl, or a refreshing smoothie, Good Grain provides well-balanced choices for every meal.



Our Vision for Transforming the Retail Shell Space at the Abercrombie Building

We envision transforming the former McDonald's space into a flexible, multipurpose destination that evolves with the needs of patients, families, and staff. Rather than a single fixed concept, this space will be designed to support a variety of offerings, including a comfortable café and dining environment where families can relax, alongside a community-focused teaching kitchen and food pantry. Additional uses may include a mobile order pickup station, rotating retail concepts, and a dedicated coffee station.

This reimagined environment will serve as a true community hub, anchored by the integration of a food pantry and a mobile Teaching Kitchen, creating a space dedicated to education, access, and meaningful outreach for patients and families. Complementing this vision, the café will feature Independence Coffee, a trusted, values-aligned brand proven successful at the Woodlands campus, enhancing both connection and the overall guest experience. Supported by innovative technology enhancements, this revitalized space will deliver a comfortable, modern, and consistent retail experience while expanding its impact across the Texas Children's community.



Teaching Kitchen

The Teaching Kitchen is an interactive platform that engages patients, families and associates in culinary and nutrition education, helping them make informed, healthier food choices. Through demonstrations and hands-on learning, it creates meaningful connections between food and wellness while supporting community engagement and behavior change.

Food Pantry

Partnering with a program that provides a free food pantry for individuals and families in need of food assistance.



Independence Coffee

Independence Coffee Co. is a woman-owned, Texas-based roaster with more than 20 years of experience delivering high-quality, 100% arabica coffee. Locally roasted in Brenham, Texas, they are known for their commitment to quality, sustainability and community, with established recognition across healthcare, retail and corporate environments.

Rooted in purpose, Independence Coffee Co. aligns closely with Texas Children's mission by supporting organizations dedicated to caring for children and strengthening families. Through long-standing partnerships and community-focused initiatives, the brand extends its impact beyond the cup, creating meaningful connections and opportunities to give back.

Bringing Independence Coffee Co. to the Cafe introduces a trusted, locally rooted brand that enhances the guest experience while reinforcing a shared commitment to community, compassion and care.



Creating a Memorable Coffee Experience

Independence Coffee Co. can create a private-label coffee offering for Texas Children's Hospital. They can also coordinate a give-back program where a portion of the proceeds from the coffee sold at Texas Children's coffee bars will support Adam's Angels. Donations enable Adam's Angels to assist families of children battling cancer with living expenses, meals, transportation and medical parking fees.

Enhanced Retail Technology

At the foundation of this approach is a unified point-of-sale and digital ordering platform, with either Volante or Nextep deployed as the standard across all campuses. This integrated system combines traditional **POS, mobile ordering, self-checkout, and digital menu boards** into a single, seamless experience, allowing guests to order and pay in the way that best fits their needs while maintaining consistency in transactions, reporting and operations.



Volante is a flexible, cloud-based point-of-sale platform designed for healthcare retail environments, delivering real-time sales reporting, complex pricing support and seamless integration across cafes, micromarkets and coffee shops. It extends beyond the traditional POS by integrating mobile ordering through applications like Volante Eats, enabling users to preorder, prepay and access synchronized menus, pricing and account balances.

Together, its POS and mobile capabilities create a unified, digital ordering experience that improves throughput, streamlines operations and enhances convenience for staff, patients and visitors.



NexTep is a self-service solution that enables consumers to place an order using a highly intuitive, self-service touchscreen kiosk device. Menu options are displayed and the customer is guided through an easy-to-follow order process.

Features and Functionality

- Convenient and easy to use
- Installation options include wall-mount, table-mount or freestanding
- Time efficient
- Along with operational and business process changes, helps reduce queues at busy stations
- Optional customer order status monitor

Benefits

- Increases customer convenience while reducing queues
- Increases order accuracy
- Influence meal decisions
 - e.g., wellness





SPRIG & SPROUT

OPEN UP SOME GOODNESS

Sprig & Sprout is our national brand of premium grab-and-go selections. Sprig & Sprout brings you the latest in fresh, handcrafted breakfast, lunch, snacks and everything in between. We offer familiar favorites along with trendy eats.

Our wholesome, fresh ingredients are sourced and crafted by a strategic network of regional partners, allowing us to provide consistent, superior quality at any location.

Benefits

- **Convenience:** An elevated experience for those on the go
- **Quality:** Portions, ingredients and consistency meet best-in-class standards
- **Variety:** Dynamic menus continually evolve with seasonal features
- **Appeal:** Contemporary offerings are in line with high-end retail environments
- **Confidence:** Transparent, easy-to-view and tamper-evident packaging and product offering cater to today's snack trends

Enhanced Vending Services



To support Texas Children's commitment to delivering a seamless, modern and family-centered experience, we are actively transitioning a select number of traditional vending destinations into a fully integrated, technology-enabled retail solution. Through our partnership with Canteen, we introduce next-generation platforms that combine convenience, wellness and innovation, ensuring 24/7 access to high-quality food and beverage options for caregivers, patients and families.

At the core of this transformation are AI-powered Intuitivo smart coolers and the CERES robotic coffee station, both designed to eliminate friction, expand access and enhance the overall campus experience. These solutions are supported by a locally operated service model, strategic investment in equipment and infrastructure, and a continuous focus on performance, compliance and user satisfaction.

Together, these advancements elevate vending beyond a transactional touchpoint, creating a smarter, more engaging and future-ready retail environment across the Texas Children's system.



Intuitivo Cooler

A simple, fast and seamless shopping experience. No scanning, no lines, no self-checkout. Our AI captures each interaction and charges accordingly.

1. Browse Menu

View inventory and item information on the screen.

2. Present Payment

Tap, swipe or insert payment to unlock. Accepts all mobile pay and wallet options.

3. Start Shopping

Grab what you want and enjoy.





Our CERES Robot Barista offers a unique and engaging experience for customers. The excitement of watching a robot prepare craft coffee can attract an audience, turning the preparation into an experience in itself.

Our carefully selected ingredients are tailored to guarantee premium quality in every cup. CERES features freshly roasted, local, coffee beans and premium dairy or plant-based milk. Each beverage is crafted in 60 seconds or less.

With CERES, we eliminate long lines and minimize wait times, to ensure a satisfying experience for our guests.

Advantages to CERES The Robot Barista

- **24/7 Performance**
Uninterrupted autonomous service
- **Compact Solution**
Portable and easy to relocate
- **Self-Contained**
No drain or water line connections needed
- **High Efficiency**
Average drink prep time is ~1 minute



Signature Menu

CORA (Iced Dragon Fruit Oatmilk Latte)

CERES (Salted Caramel Cinnamon Toffee Latte)

Texas Honey & Cinnamon Latte

Hazelnut Crunch Latte

Vanilla Latte

Salted Caramel Latte

French Vanilla Latte

CERES Menu

Espresso-Based

Espresso

Americano

Cappuccino

Macchiato

Flat White

Mocha

Latte

Tea and Non-Caffeine

Matcha Latte

Chai Latte

Red Eye Chai Latte

Hot Cocoa

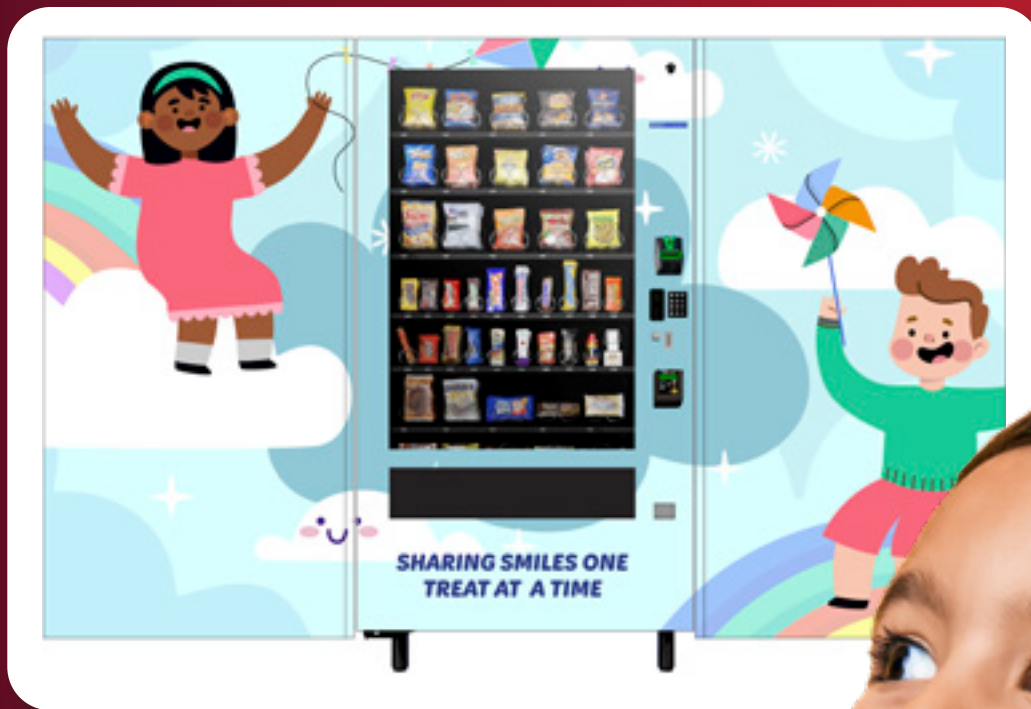
Dragon Fruit Reviver



Custom Vending Wraps

We are also introducing a new concept in customized, themed vending environments designed specifically for Texas Children's. These Texas Children's-branded machines will feature engaging wraps inspired by regional concepts and systemwide "Sharing Smiles" messaging, transforming vending areas into visually engaging, family-centered destinations. Our product assortment further supports pediatric and family needs with expanded offerings of school-approved snacks, beverages and better-for-you options that align with wellness priorities and evolving purchasing preferences.







Patient Transportation



Crothall patient transporters are the frontline ambassadors of the patient experience. Our staff is trained in safe handling procedures from lifting protocols to infection prevention. They are prompt and efficient while showing kindness and compassion to every patient, every time.





A Pediatric-Centered Approach to Patient Transportation

At Texas Children's Hospital, patient transportation is a critical care transition that directly impacts safety, clinical coordination and the experience of children and their families.

Compass Healthcare, through Crothall Healthcare, supports more than 11.3 million patient transports annually across complex healthcare environments, including academic medical centers, pediatric hospitals and high-acuity campuses.

This experience provides the scale, operating discipline and performance infrastructure needed to support the size, acuity and complexity of Texas Children's Hospital.

For Texas Children's, our model is designed specifically around pediatric and family-centered care. Each transport may involve an anxious child, caregiver presence, specialty equipment, isolation protocols or time-sensitive clinical coordination. Our approach ensures that every movement is safe, calm and coordinated with the clinical care plan.

Integrated Support Model That Improves Throughput

Compass Healthcare delivers a fully integrated patient transportation model that extends beyond patient movement to support equipment readiness, clinical coordination and hospital throughput.

Our teams are responsible for:

- Patient transport across inpatient, outpatient, ED and procedural areas
- Equipment movement, staging and retrieval
- Coordination with environmental services and clinical teams
- Discharge transport and throughput support

This integrated model reduces delays, eliminates inefficiencies and ensures equipment is available when and where it is needed.

Measurable outcomes from similar environments include:

- Reduction of non-value-added nursing tasks by up to 36%
- 80% of transport requests responded to within 10 minutes in applicable environments
- Improved equipment availability and reduced delays
- Enhanced coordination across nursing, EVS and patient flow teams

At Texas Children's, this approach will be tailored to pediatric equipment needs, including cribs, stretchers, isolation requirements and specialty transport pathways.





Data-Driven Staffing and Predictive Operations

Transport demand in a pediatric academic medical center is dynamic and influenced by patient acuity, procedural schedules, discharge peaks and campus complexity.

Compass Healthcare does not apply fixed staffing ratios. Instead, we utilize a data-driven staffing model based on:

- Trips per productive labor hour
- Request-to-arrival performance
- Transport type and complexity
- Peak hour demand and patient acuity
- Equipment and isolation requirements
- Campus geography and travel time

Predictive analytics and real-time workload visibility allow staffing to flex by hour and by zone. This ensures consistent service levels without overstaffing during low-demand periods.

At Texas Children's, this model is further refined to account for pediatric-specific considerations, including caregiver involvement, sensory-sensitive transport and high-acuity movement.



Making Every Trip an Adventure

Patient transportation at Texas Children's can be more than a transition from point A to point B, it can be an engaging, purpose-driven part of the child's care journey.

Through the introduction of the Journey Passport and Texas Children's All-Star Trading Cards, each transport experience is transformed into an opportunity to reduce anxiety, build curiosity, and create moments of joy during what can otherwise feel unfamiliar or overwhelming.

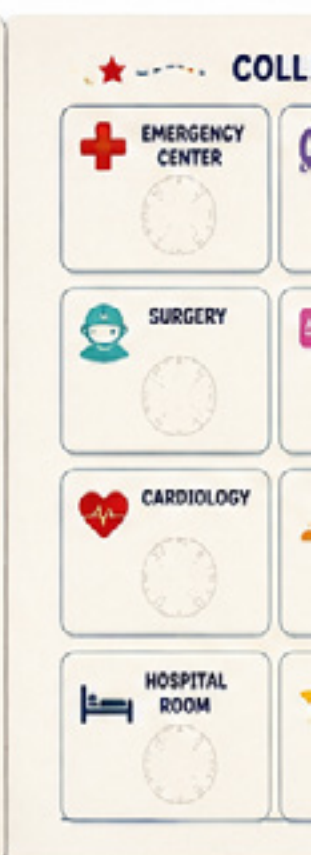
As children move throughout the hospital, they are invited to become "travelers" on their own care journey. With each new destination, whether it is imaging, surgery, cardiology, or another care area, they receive a stamp in their Journey Passport. This simple but meaningful act gives children a sense of progress and accomplishment, turning each step of their care into something they can track, celebrate, and look forward to. The passport introduces a sense of mission, helping children understand where they are going while reinforcing comfort and predictability along the way.



FRONT COVER



INSIDE PAGE 1





CARD FRONT

CARD BACK

Complementing the passport experience, the All-Star Trading Cards spotlight the people who support their journey. Patient transporters and care team members are positioned as “all-star” champions, each with unique strengths such as teamwork, kindness, and courage. As children collect these cards, they begin to see caregivers not just as clinical staff, but as friendly guides and trusted partners in their care. This creates a more personal connection, builds trust, and humanizes the healthcare experience.

Together, these elements shift patient transportation from a transactional service into an interactive and therapeutic experience. Children are empowered with choice, engagement, and recognition, while transport team members are equipped with tools to connect and communicate in a way that is age-appropriate and meaningful. The result is a more positive, less stressful journey that supports emotional well-being, encourages cooperation, and reinforces Texas Children’s commitment to delivering care that is not only clinically excellent, but compassionate, personalized, and designed around the needs of every child and family.



STAMP DESTINATIONS & SAMPLE STAMPS



BACK COVER

Centralized Dispatch and Patient Flow Coordination

Compass Healthcare utilizes a centralized dispatch model that functions as an active patient flow coordination center rather than a call center.

Patient flow coordinators are responsible for:

- Validating requests and clinical requirements
- Prioritizing transports based on urgency and impact
- Assigning resources based on proximity and availability
- Monitoring real-time queues and delays
- Communicating with clinical departments

This approach provides full visibility into all active and pending transports, enabling real-time adjustments and workload balancing.

For Texas Children's, dispatch operations will incorporate pediatric considerations such as isolation status, caregiver coordination, specialty equipment and time-sensitive procedures.





End-to-End Transport Workflow

Compass Healthcare follows a structured workflow to ensure consistency and safety across all patient movements.

Key steps include:

1

Request initiation
through approved
hospital systems

2

**Validation of
patient, destination
and requirements**

3

**Prioritization
and assignment**
based on urgency
and availability

4

**Transporter
acknowledgment
and arrival**

5

**Patient safety
and readiness
check**, including
identification and
equipment verification

6

**Patient-centered
transport**, with
attention to safety
and communication

7

**Arrival and
clinical handoff**

8

**Completion
documentation and
system update**

In a pediatric environment, this workflow includes age-appropriate communication, caregiver awareness and sensitivity to the needs of anxious or medically complex children.

Equipment Management and Readiness

Reliable access to transport equipment is essential to maintaining patient flow.

Compass Healthcare implements a structured equipment control model that includes:

- Routine equipment rounding and redistribution
- Retrieval of idle or excess equipment
- Identification and removal of broken equipment
- Coordination of cleaning workflows
- Establishment of PAR levels by unit

This ensures that wheelchairs, stretchers, cribs and other equipment are clean, safe and available in high-demand areas.

At Texas Children's, special focus is placed on pediatric-sized equipment and high-acuity transport requirements.

Technology and Real-Time Visibility

Compass Healthcare leverages technology to support efficient transport operations.

Core capabilities include:

- Centralized request intake and dispatch
- Mobile task assignment and acknowledgment
- Real-time transport status tracking
- Timestamp capture for performance monitoring
- Delay and cancellation tracking
- Productivity and performance dashboards
- Integration with EMR and bed management systems, where approved

These tools provide operational visibility and enable proactive management of patient flow across the hospital.



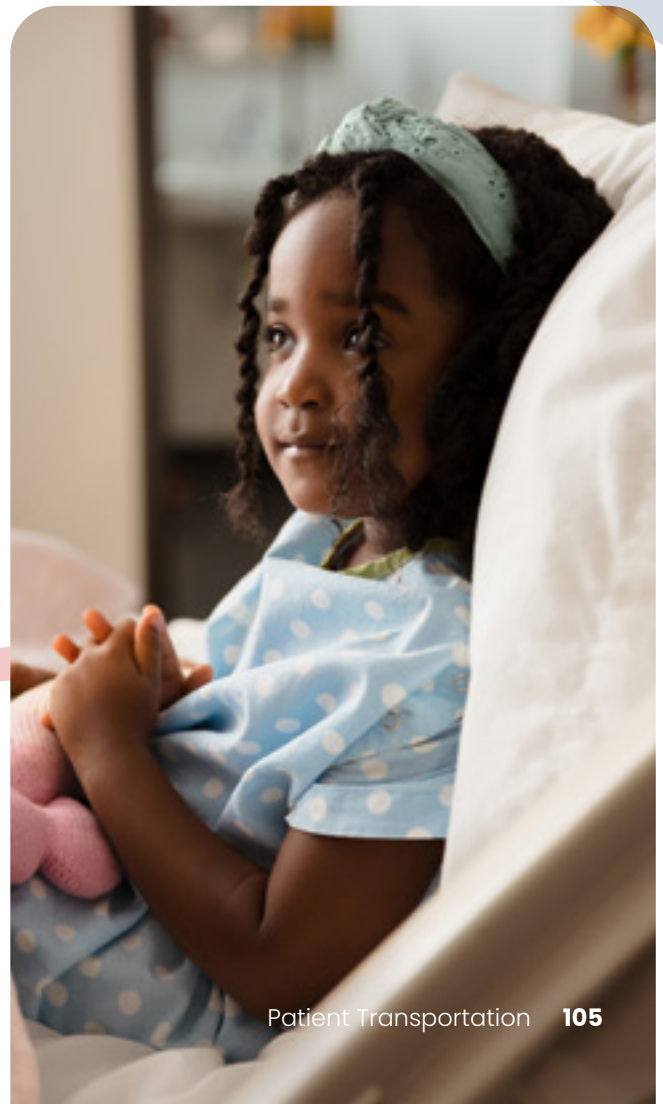
Training and Pediatric Service Excellence

Compass Healthcare is committed to developing engaged, highly skilled associates who deliver exceptional patient experiences. Our culture is built on empowering frontline team members and leaders through ongoing training, career development and continuous learning opportunities. Through our MyLMS learning platform, associates have access to interactive online education, compliance training, skills development and recertification programs that support both personal growth and operational excellence.

All patient transportation associates complete a structured, role-based training program designed to ensure safe, efficient and compassionate service. Core training includes patient safety and identification protocols, infection prevention practices and PPE usage, equipment handling, communication and service standards, and emergency response awareness. These foundational competencies prepare associates to confidently support patients, families and clinical teams throughout the healthcare environment.

For Texas Children's, training will be enhanced with a pediatric-focused curriculum that recognizes the unique needs of children and families. Associates receive specialized education in age-appropriate communication, family-centered service, support techniques for anxious or sensory-sensitive patients, and practices that respect adolescent privacy, dignity and independence. This training helps associates understand not only how to safely transport patients but also how to create reassuring, positive interactions during what can often be stressful moments.

Compass Healthcare further supports service excellence through ongoing coaching, leadership development and professional growth opportunities. Salaried leaders participate in the Foundations Patient Transportation program, which provides structured leadership training focused on team engagement, performance improvement, accountability and service excellence. Together, these programs create a culture of learning and development that ensures every transport experience reflects the high standards of care, compassion and pediatric expertise expected at Texas Children's.





Transition Plan

Transition Approach

Our transition approach is designed to protect operational continuity, reduce risk and accelerate time to value across Texas Children's Hospital. As your incumbent partner for food and nutrition services and environmental services in multiple locations, we bring a deep understanding of your system, culture and operational priorities. This allows us to move quickly with confidence while minimizing disruption to patients, families and caregivers.



We begin with a focused planning and due diligence phase that builds on our existing operational knowledge while aligning executive and operational leaders on next-phase priorities. Working closely with Texas Children's leadership, we will develop a single, integrated transition plan that defines scope, milestones, resource requirements and risk mitigation strategies. This plan will support the expansion of your established environmental services program to the main campus and guide the successful transition of patient transport to a standardized, systemwide model.

Execution is managed through project management-led, cross-functional workstreams with clearly defined ownership and on-site transition support. Leveraging our proven experience operating EVS across your system, we will extend best practices, standard workflows and performance management structures to the main campus while ensuring alignment with clinical expectations. In parallel, we will stand up a unified patient transport program that integrates seamlessly with existing operations, improves throughput and enhances the patient experience.

At go live, our mobilization team expands support to ensure business continuity across all operational areas. This team is composed of experienced regional professionals with deep healthcare mobilization expertise. Their clearly defined responsibilities ensure accountability and the support required to address the complexities of healthcare environments. Finally, the team works in close partnership with the Texas Children's Hospital executive team to ensure a seamless experience for caregivers and patients.

Readiness is validated through objective go-live checkpoints. This includes caregiver hiring and training completion, competency validation, system connectivity, and technology activation. These checkpoints ensure the go-live decision is based on measurable readiness rather than assumptions. Each milestone is embedded within our governance framework and reviewed with both clinical and executive stakeholders prior to cutover.





Integrated Transition Governance

One system. One set of metrics. Clear decision rights.

Our governance model functions as a single, closed-loop management system that connects frontline execution to enterprise-level decision-making without duplication or delay. This structure integrates operational forums at the unit, site and system levels for FNS, EVS, valet and related services. These forums are intentionally interconnected so that operational insights move upward, strategic decisions move downward and accountability is maintained throughout the transition.

Why This Governance Model Works



One source of truth: Shared definitions, consistent reporting standards and real-time status dashboards ensure alignment across all levels of the organization.



Closed-loop accountability: Decisions, ownership, due dates and proof of completion are documented and tracked.



Escalation by exception: Leaders focus on high-impact issues rather than operational noise, allowing for faster and more effective executive decision-making.



Continuity beyond go live: Governance structures remain consistent after go live, enabling a seamless transition from implementation to steady-state operations.



Post-Go-Live Stabilization and Transformation

Governance at Scale

Following go live, our focus shifts to stabilization and long-term transformation. The governance structure established during transition is expanded to support ongoing operational oversight while maintaining clear accountability and escalation pathways.

This framework enables rapid identification and resolution of operational issues while maintaining workforce engagement and service stability.

Delivery of Strategic Initiatives

Stabilization programming is implemented alongside longer-term transformation initiatives. Working collaboratively with your leadership team, we define and prioritize initiatives that support contractual commitments and operational improvement goals.

These initiatives may include targeted training refreshers, peer mentoring programs and continuous improvement projects. Each initiative is tied to defined milestones and monitored through the governance framework to ensure consistent delivery and measurable results.

This structured road map ensures commitments made during the transition are fulfilled and continuously evaluated for effectiveness.

Define KPI Targets

In partnership with your leadership team, we establish measurable performance indicators that reflect both operational outcomes and caregiver engagement.

Regular performance reviews ensure accountability across leadership levels and create opportunities for continuous improvement. This disciplined, transparent approach transforms stabilization into a foundation for sustained operational excellence during the first year and beyond.

Sustainability

Through implementation of our culinary programs across Texas Children's Hospital locations, our team will be focused on reducing food waste, sourcing sustainable ingredients, reducing carbon impact and providing better choices that facilitate healing and patient recovery.

Transitioning Your Team

When you partner with Compass Group, you gain access to our new business ambassadors, a purpose-built HR transition team dedicated exclusively to new business onboarding.

Unlike traditional regional HR models, this specialized team is fully integrated into the transition governance structure and accountable for workforce readiness prior to go live. Their role is to ensure caregivers are informed, onboarded, trained and operationally ready before Day 1. This structure reduces disruption, protects retention and allows site leaders to remain focused on operational execution.

Information Sessions

Following the transition announcement, new business ambassadors lead structured information sessions aligned with a communication plan developed jointly with your HR and communications leadership.

These sessions address key questions early by clearly outlining what is changing, what will remain the same, transition timelines and caregiver impacts. This transparent communication model has consistently supported retention rates exceeding 98% during transition periods, preserving institutional knowledge and ensuring operational continuity.

Personalized Onboarding

Each caregiver receives individualized onboarding support to ensure full readiness before go live. This includes completion of pre-employment requirements, system access setup and payroll readiness.

Personalized sessions also provide an opportunity to address individual questions and concerns early, creating a supportive onboarding experience and strengthening caregiver confidence.

Benefits Education and Support

During onboarding sessions, ambassadors provide structured benefits education that guides caregivers through enrollment requirements, eligibility criteria and available employer credits. This ensures caregivers clearly understand their options and eliminates uncertainty around pay and benefits.

The result is a confident workforce and a seamless transition without disruptions to payroll or benefits.

Go Live and Kickoff Training

Working closely with the Texas Children's Hospital executive team, we ensure caregivers are fully prepared for go live through coordinated training and system readiness activities.

By partnering with HR and information systems teams, we ensure caregivers maintain uninterrupted access to Texas Children's Hospital systems while also receiving training on Compass Group operational platforms. This approach eliminates administrative barriers and enables caregivers to focus on delivering exceptional service from Day 1.

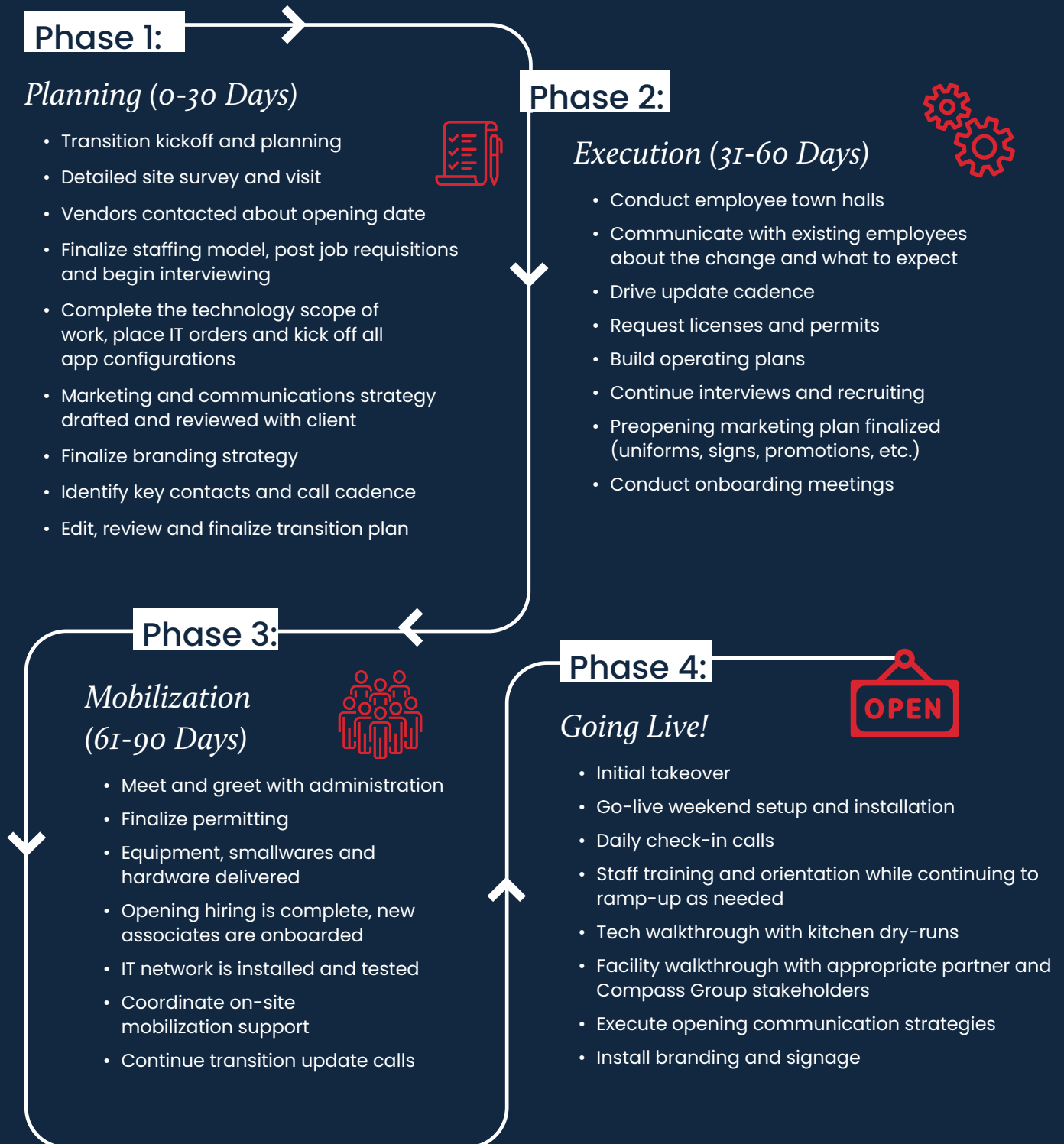
The Value to You

With the new business ambassadors, you gain a dedicated workforce-experienced partner focused on protecting operational stability through periods of change. Their white-glove approach minimizes disruption and strengthens caregiver engagement from the start.

What to Expect: Transition Milestones

We will host kickoff and transition meetings that serve as a platform for both Texas Children's Hospital and Compass Group to discuss the transition plan in detail, outline key milestone objectives and address any concerns or questions. The following illustrates the typical milestones in our transition process after the contract is finalized and incumbents are notified.

Exact dates and timing are tailored to each campus.





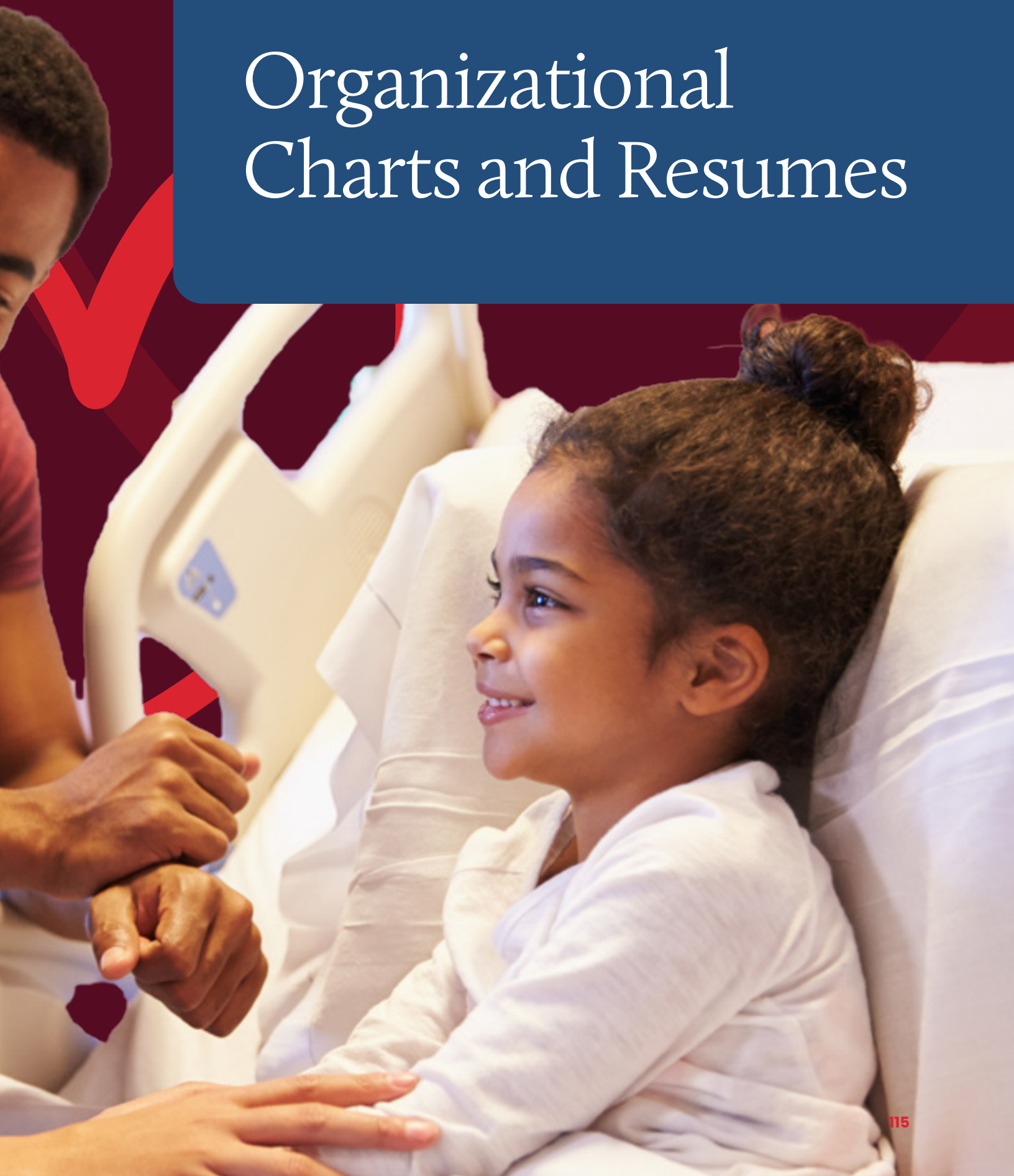
Task	Task Leaders	Weeks Out
Texas Children's Sample Transition Plan		12
Transition Management		
Initiation		-1
Letter of Intent Signed	Sales	12
Transition scope, timeline, and client resources confirmed	Sales/Ops/PM	12
Introduction of key functional leaders from Compass and Client teams	Sales/Ops/PM	11
IT workstream kickoff and implementation started	PM	11
Conduct internal kick off meeting with sales, operations, and functional team leaders	PM	11
Schedule all recurring internal and external meetings	PM	11
Host call with ops/clinical/FAS/TAL to review contract and scope	PM	10
Associate onboarding strategy determined	HRNB/PM	10
Planning		-1
Discuss desired level of post go-live engagement with ops	PM	12
Complete project discovery and develop supporting documents	PM	12
HR Data request shared with client	PM	12
Develop schedule for on-site tours to present to functional teams / operations for feedback; schedule with client once confirmed	PM	12
Schedule stakeholder expectations meeting with local site clients	PM	11
Post Payroll Questionnaire and Timeclock Order Form to Teams; determine stakeholder responsible for completion and desired due date	PM	11
Determine shipping/storage logistics with client	PM	8
Determine opening support recruitment strategy	PM/Ops/Functional Leads	8
Review continuation of systems and email access for transitioning employees; determine data needs to reduce risk of gap	PM	8
Execution		1
BAA signed by client		11
Badging to client		4
Request to client		4
Discuss to client		4
Conduct to client		2
Outdoor to client		2
Finalize to client		2
Conduct to client		2
Finalize to client		2
Monitor/CO to client		2
Schedule to client		2
Host Data to client		2
Facilitate based on to client		4
Closure to client		5
Lead internal to client		-3
Facilitate to client		-3
Communications		
Connect Compass and client communication stakeholders to finalize strategy/timeline and share supporting materials (internal/external) as needed	PM/Comms	12
Establish newsletter content strategy & approval process	PM/Comms	11
Distribute associate newsletter(s) starting the week prior to onboarding sessions or following established communications plan	PM/Comms	9
Prep supporting content for client hospital-wide communication needs prior to go-live	Comms	4
Collaborate on any client communication materials for opening	PM/Comms/Ops	3
Develop employee-facing communications for go live (i.e. retail signage, payroll deduct flyers, etc.) as needed	Comms/Retail	2
HR/Recruiting		
Recruiting (External Associates/Managers/RDs)		
Implement any info sessions as required; work with Ops and PM to develop schedule	TA	12
Evaluate RD positions to determine if adjustments are needed for benefit continuation	TA/Clinical Nutrition	9
Determine recruitment needs for open positions	RVP/RDO	9
Discuss timeline to apply & accept mgmt/RD positions	RVP/RDO	9
Send requisition links to transitioning salaried managers/RDs	TA	8
Open external requisitions & send to employment websites (Indeed, Monster, etc.) for external candidates, as needed	TA	8
Confirm client-specific training requirements or hospital orientation requirements	Operations	8
Confirm client's interview process for salaried positions	Operations	8
Distribute offer letters to transitioning salaried manager and RDs	TA	6
Provide weekly frontline and management hiring updates	TA	6
Recruiting and hiring to shift to Compass from client/incumbent	TA	4
HR (Incumbent Associates)		
Finalize FAQ's, website & info session slide deck; provide to PM	HRNB	12
Develop info session schedule; provide to PM	HRNB	12

Click to view our custom transition plan for EVS and PT





Organizational Charts and Resumes



CONFIDENTIAL

Daniel Anchondo

Senior Director of Food and Nutrition Services

Experience

Morrison Healthcare, June 2020–Present

Senior Director of Food and Nutrition Services

- Responsible for financial, operational and administrative duties across globally recognized acute care facilities
- Create/Execute multiple unit events serving over 2,000 guests
- Increased retail revenue 20% vs. prior year through menu redesign and concept creation; highest sales increase year over year in division
- Highest systemwide scores on quarterly third-party inspection

Service Systems Associates, March 2014–April 2020

Multi-Unit Director of Operations

- Oversaw \$18 million revenue stream over multiple units
- Participated in planning and development of \$250 million renovation project at Houston Zoo and multimillion-dollar events facility at El Paso Zoo
- Coordinated 2016 AZA Directors' Conference at Reid Park Zoo

Morrison/TouchPoint, May 2011–March 2014

Senior Director of FNS and EVS

- Led the transition of multiple accounts including the first and 100th account for TouchPoint
- Hired and trained multiple management teams across the country

- Led team to increase retail sales 18% over the course of one year

Hospital Housekeeping Systems, Providence Memorial Hospital, August 2010–May 2011

Assistant Director of Environmental Services

- Supervised 100 full-time employees at a 512-bed facility
- Spearheaded all projects throughout multiple locations within the contractual scope
- Achieved second-highest internal audit scores in account history and led team to highest patient satisfaction scores

Cheddar's Casual Cafe, March 2002–June 2010

General Manager

- Responsible for financial, operational and administrative duties, including hiring, training and disciplining over 150 team members
- Managed multiple restaurant remodels
- Earned awards and recognition for sales growth

Certifications

- ServSafe, National Food Safety Instructor/Proctor
- Certified Dietary Manager
- Certified Food Protection Professional
- Licensed Regulated Medical Waste Certification

Skills

- Bilingual

Luis A. Lopez Ramirez

Director of Food and Nutrition Services

Experience

Morrison Healthcare, 2017–Present

Food and Nutrition Director

- Implement strategies with clients on overtime, finances, patient satisfaction scores, food cost, waste and partnership development and networking to emphasize strategic connections and growth
- Lead new patient experience program within system
- Engage associates and managers to perform as leaders
- Conduct and oversee hospital/company standards
- Initiated the Morrison Career Ladder program and the patient experience program called Very Good

Associate Dining Services Director/Patient Services Manager

- Managed a staff of 40 associates at the West Campus, including training, in-service education, interviewing and onboarding new associates
- Acted in a director role when the director, overseeing the full operation
- Implemented “Very Good” patient experience program, increasing satisfaction scores to the 90th percentile
- Assisted the director with finances, account pre-bills and end-of-month billing
- Implemented new retail area concepts and maintained zero overtime on the account for six straight months

Sr. Patient Services Manager

- Provided direction and supervision to patient services supervisors, maintained regulatory standards for all agencies and ensured all patients received quality meals
- Managed a staff of 140-plus associates in four different areas within the department, including scheduling, training, education and all workflow processes
- Identified and analyzed menus, food nourishment, work production, meal services and unit floor stock and improved cost effectiveness
- Improved patient satisfaction scores after the implementation of the MyDining program
- Implemented new processes with unit directors and nursing directors at the system level

Parkland Hospital, Dallas, 2014–2017

Nutrition Services Lead Diet Supervisor

- Managed a staff of 60-plus employees
- Supported hospital bed capacity of 1,080 and oversaw an average of 3,000 meals served daily
- Implemented and prepared staff for the transition of 400-plus patients to the new facility in August 2015
- Demonstrated knowledge of all system processes, including Computrition, Epic, PeopleSoft and Pathways
- Determined, identified and analyzed menus, food items and work production processes for meal services and implemented appropriate revisions to maintain or improve cost effectiveness, quality and nutritional standards

Education

Texas A&M University–College Station, Texas

Bachelor of Science, nutritional sciences

Certifications/Skills

- ServSafe
- Fluent in Spanish

Luis Espinoza, CDM/ANFP

Director of Food and Nutrition Services

Experience

Morrison Healthcare, January 2011–Present

Sr. Director of Food and Nutrition, Texas Children's West Campus, Houston, July 2023– Present

- Earned region's 2025 Account of the Year
- Raised patient satisfaction score to the 99th percentile
- Assisted with opening new accounts all over the country
- Completed new patient expo in six hospitals

Sr. Director of Food and Nutrition, Memorial Hermann TCH, Houston, September 2020–February 2023

- Managed 16 salary managers and a director of patient services with an hourly staff of 320
- Annual sales of \$31 million with three patient service kitchens, two cafeterias for retail, 24/7 C-store and a Starbucks
- Patient feeding census of 850/1,100 daily and a catering team of 12 employees
- Managed the daily operation and quality assurance audits in each department on the retail and patient service team, along with a resident RDO

Executive Chef, Retail Manager, Assistant to the Director of Operations, Texas Children's Hospital West, Katy, February 2018–September 2020

- Responsible for invoicing, payroll, inventory, scheduling and training
- Worked to meet safety and sanitary guidelines

Executive Chef, DR Hospital at Renaissance, Edinburg, Texas, January 2011–April 2017

- Responsibilities included purchasing, receiving,

inventory and managing food cost

- Implementation of Morrison standards, menu forecasting, production of patient/retail meals
- Managed food production of more than 60 employees and oversaw 21 food and soda vending machines
- Responsible for all catering within the hospital's facilities and the 800-seat conference center

Louie's Backyard, South Padre Island, Texas, February 2005–December 2010

Executive Chef

- Maintained all menus/recipes used in the restaurant, purchasing, inventory and cost control
- Interviewed, trained and developed 40-plus BOH staff
- Scheduled and evaluated all departmental personnel
- Prepared 600–1,200 dinners a night

Education

Ivy Tech State College, 2003

Associate of Applied Science in culinary arts (hospitality administration)

Certifications

- Certified Dietary Manager (CDM)
- Association of Nutrition & Foodservice Professionals (ANFP)

Kia O'Neill

Director of Food and Nutrition Services

Experience

Morrison Healthcare, 2003–Present

Director of Foodservice, Texas Children's Hospital, Woodlands, Texas, September 2017–Present

- Direct culinary operations, manage budgets, ensure health and safety compliance, oversee catering, and supervise staff

Director of Foodservice, Pearland Medical Center, Pearland, Texas, October 2014–February 2017

- Responsible for creating the medical center's food and nutrition department and directed the operation of food and nutrition services
- Performed a variety of duties including planning and supervision of special functions, maintaining cash control and payroll records, and hiring and training personnel
- Complied with all regulations, including federal, state and JCAHO, as evidenced by successful completion of surveys with no deficiencies
- Developed annual department budget to ensure proper financial performance and efficient use of resources, including labor and food
- Consistently provided friendly guest service and heartfelt hospitality, and promptly and empathetically handled guest concerns and complaints, thereby building a loyal clientele
- Prepared quality products while maintaining proper food safety practices, portion control and presentation within service goal times

Director of Foodservice, Forrest City Medical, Forrest City, Arkansas, May 2011–October 2014

- Directed the operation of food and nutrition services

- Performed a variety of duties including planning and supervision of special functions, maintaining cash control and payroll records, and hiring and training personnel

Floating Director, Kansas Spine Hospital, Wichita, Kansas, March 2011–May 2011

- Assisted the opening team by performing a variety of duties including planning menus, training personnel and setting up retail areas

Interim Director of Food and Nutrition, St. Mary's Health Center, Jefferson City, Missouri, November 2010–March 2011

- Directed the operation of food and nutrition services
- Performed a variety of duties including planning and supervision of special functions, maintaining cash control and payroll records, and hiring and training personnel

Associate Director, Truman Medical Center, Kansas City, Missouri, March 2010–November 2010

- Oversaw patient foodservice department
- Performed myriad duties including planning and supervising special functions and maintaining cash control
- Managed new dining programs, inventory and product ordering
- Oversaw hiring, training, scheduling, evaluations, counseling and terminations of hourly staff
- Formatted required logs and work flows, and performed Steritech audits

Director, Arkansas State Hospital, Little Rock, Arkansas, April 2009–March 2010

- Directed the operation of food and nutrition services
- Performed a variety of duties including planning and supervision of special functions, maintaining cash control and payroll records, and hiring and training personnel
- Managed annual account volume of \$1 million

Associate Director, St. Vincent Infirmary, Little Rock, Arkansas, August 2008–April 2009

- Directed the operation of food and nutrition services
- Performed a variety of duties including planning and supervision of special functions, maintaining cash control and payroll records, and hiring and training personnel

Assistant Director, Arkansas State Hospital, Little Rock, Arkansas, September 2006–August 2008

- Directed the operation of food and nutrition services
- Performed a variety of duties including planning and supervision of special functions, maintaining cash control and payroll records, and hiring and training personnel

Patient Services Manager, Arkansas State Hospital, Little Rock, Arkansas, February 2004–January 2006

- Directed the operation of food and nutrition services
- Performed a variety of duties including planning and supervision of special functions, maintaining cash control and payroll records, and hiring and training personnel
- Participated in facilitywide performance improvement program and on performance improvement teams to improve processes and patient care

Diet Technician, Arkansas State Hospital, Little Rock, Arkansas, September 2003–January 2004

- Conducted nutritional screenings, follow-ups and consults, menu modification, diet education
- Participated in facilitywide performance improvement program and on performance improvement teams to improve processes and patient care

Education

University of Arkansas – Pine Bluff, Pine Bluff, Arkansas, 2002

Bachelor of Science, nutrition and dietetics

University of North Dakota, 2010

Certified dietary manager, certified food protection professional: dietetics

Kyle Petry

System Patient Experience Manager

Experience

Crothall Healthcare, August 2023–Present

*System Patient Experience Manager,
December 2024–Present*

- Lead patient experience initiatives across multiple healthcare environments
- Collaborate with nursing, EVS and hospital leadership teams to improve HCAHPS performance
- Guide development and implementation of patient satisfaction action plans
- Participate in interdisciplinary committees focused on patient satisfaction and operational excellence
- Ensure compliance with CMS and The Joint Commission standards

*Patient Experience Manager, August
2023–November 2024*

- Developed customized patient satisfaction initiatives aligned with hospital operational goals
- Supported service recovery efforts and patient rounding activities
- Coordinated employee recognition and engagement programs
- Collaborated with executive leadership and support service departments

Falls Lake Academy, August 2022–June 2023

Classroom Teacher

- Facilitated in-person and virtual instruction for diverse learners
- Developed instructional materials and analyzed learner performance data
- Evaluated educational outcomes using assessments and analytics

Wake County Public School System, August 2021–June 2022

Classroom Teacher

- Created curriculum-aligned lesson plans and individualized student support strategies
- Maintained a safe and engaging learning environment
- Earned APUSH certification while supporting student achievement

Education

University of North Carolina at Charlotte

*Bachelor's degree in criminal justice
and criminology*

Food and Nutrition Services Organizational Chart



Yetunde Adeyinka

Director

Experience

Crothall Healthcare, June 2018–Present

Director, Texas Children's Hospital, Woodlands, Texas, February 2023–Present

- Oversee 50 Texas Children's pediatric ambulatory clinics throughout the Greater Houston area
- Prepared EVS department for a successful Joint Commission accreditation survey
- Spearheaded acquisition of more than 18 startup ambulatory clinics in Austin, Texas
- Managed hospitalwide service contracts for waste management, linen services, mat services, pest control and aquarium tanks
- Achieved a 102.2% score rating on SDSI account audit
- Considerably improved account KPIs for patient satisfaction, bed throughput and labor expenses
- Reduced account overtime utilization by \$103,000 in FY2024
- Developed and promoted two management associates to assistant director and director
- Promoted professional growth and development of all department employees
- Established initiative for new concierge program to improve patient satisfaction scores within the emergency department
- Coordinated adequate staffing and supplies for major project work
- Conducted monthly departmental meetings with all frontline staff
- Assisted unit director with managing budget
- Upheld compliance of all employees within the department
- Conducted daily inspections of hospitalwide cleanliness
- Conducted interviews for prospective housekeeping, waste and floor staff
- Facilitated tracking of discharged turnaround times
- Implemented effective non-verbal cues of clean initiatives to increase patient satisfaction scores

Assistant Director/Operations Manager, Texas Children's Hospital, Houston, Texas, September 2019–January 2023

- Established and reviewed standards and work procedures for all associates in accordance with hospital policies and procedures
- Ensured compliance with all regulatory agencies including JCAHO, OSHA, DOT and CDC
- Upheld excellent relations with client and department leaders
- Managed hospitalwide service contracts for waste management, linen services, mat services and exterior pressure washing services
- Created schedules for all 1st- and 3rd-shift hourly employees
- Successfully cross-trained employees and reallocated job duties to increase Press Ganey scores

***Patient Flow Manager, University of Chicago
Medicine, Chicago, Illinois, June 2018–August 2019***

- Coordinated department staffing and schedules
- Enforced policies and procedures for more than 130 employees
- Conducted interviews for prospective transport staff
- Reported on metrics for provider agreements and departmental operation workstreams
- Managed and facilitated distribution of essential hospital equipment
- Drafted and implemented new departmental standard work policies
- Developed strong interdepartmental relationships to satisfy the needs of our client
- Coordinated activities and services with other departments to establish service agreements and effective processes
- Collaborated with patient experience manager to create the Ambassador Program to help drive employee engagement
- Upheld compliance of all employees within the department

***Windsor Care and Rehabilitation Center,
Windsor, Connecticut, January 2016–July 2017***

Facility Care/Admissions Director

- Served as liaison between facility and surrounding hospitals
- Coordinated new patient debriefing
- Processed admission inquiries and applications with diligent follow-up
- Verified medical insurance
- Communicated special needs of new and existing residents with staff to ensure smooth transitioning
- Oversaw all facility care protocols

***Aerotek Staffing Agency, Westborough,
Massachusetts, August 2014–August 2015***

***Shareholder Specialist/Financial Operations
Processor, Bank of New York Mellon***

- Assisted shareholders, broker-dealers and fund companies with inquiries pertaining to mutual fund accounts
- Processed financial redemptions
- Transferred assets to various broker fund companies

***Triwire Engineering Solutions Inc., Tewksbury,
Massachusetts, March 2013–August 2014***

Dispatcher (Section Lead)

- Liaison between customers and service technicians, responsible for establishing an effective communication line to activate a variety of services including cable, security, internet and phone
- Handled up to 150 incoming/outgoing calls
- Responded to ER tickets within 15 minutes
- Created unique solutions to customer issues
- Accountable for routing technicians to locations within allotted time frame
- Managed technician's schedules to allow maximum productivity and efficiency

Education

Argosy University, Nashville, Tennessee, 2017

Master of Business Administration

***Mount Washington College, Manchester, New
Hampshire, 2015***

Bachelor of Science, psychology

Stephanie Malmay

Director

Experience

Crothall Healthcare, February 2022–Present

Director

- Oversee EVS operations across multiple hospital and clinic locations in Houston and Austin
- Lead managers, supervisors and frontline staff to ensure operational efficiency
- Develop and implement quality improvement initiatives to enhance cleanliness standards and patient satisfaction
- Manage budgets, labor forecasting and cost control strategies
- Partner with hospital leadership to support clinical operations and maintain compliance
- Drive safety initiatives and improve training compliance
- Coordinate large-scale projects including deep cleaning programs and floor care improvements

Healthcare Services Group, July 2013–2022

District Manager, August 2019–2022

- Managed multiple healthcare accounts ensuring quality, safety and customer service standards
- Provided leadership, coaching and development
- Developed business plans and managed budgets for each account
- Analyzed financial and HR reports to improve performance
- Maintained accurate records of expenses, staffing and inventory
- Oversaw payroll, reporting and recruiting efforts

Account Manager, July 2013–2019

- Managed housekeeping, laundry and floor care operations
- Ensured compliance with DADS and OSHA regulations
- Stabilized underperforming accounts by relocating as needed
- Managed inventory and supply costs to maintain profitability
- Trained staff and new managers on safety and procedures
- Handled payroll administration and quality inspections

Empowerment Options, October 2011–July 2013

House Manager

- Managed operations for two group homes
- Provided patient care, medication assistance, and daily support
- Communicated with healthcare providers regarding patient needs
- Maintained safe working environment and compliance

Steve Oquin

Sr. Regional Project Manager

Experience

Crothall Healthcare, November 2006–Present

Sr. Regional Project Manager, Baton Rouge, Louisiana, September 2024–Present

- Lead project initiatives across the region
- Deliver training on software solutions to frontline and management teams
- Conduct data analysis to inform planning and optimize processes
- Facilitate stakeholder meetings to align on goals and deliverables
- Manage timelines and act as SME for Crothall systems

Resident Regional Director of Operations, Our Lady of the Lake Baton Rouge Market FMOL Health System, Baton Rouge, Louisiana, February 2010–September 2024

- Directed EVS operations across three hospitals totaling 2.3 million sq. ft. and 988 beds
- Supervised staff of more than 400 including directors, managers and support roles
- Increased the annual revenue from \$6 million to \$18.9 million
- Boosted HCAHPS top box scores by 14% through PE program
- Designed EVS spaces for major expansions including Heart & Vascular Institute
- Led COVID response operations and inpatient unit conversions
- Implemented DMAIS process improvements to reduce ED boards
- Developed perioperative support associate role to enhance surgical throughput

System Director, Environmental Services, Medi-Dyn Inc., Physicians Regional Medical Center, Naples, Florida, November 2006–February 2010

- Managed EVS and linen distribution across two medical centers
- Supervised more than 60 staff and led team to earn Medi-Dyn's Mission Accomplished Award
- Created policies and procedures for facility operations
- Improved patient satisfaction and bed turnaround times

Medi-Dyn Inc., 1999–2006

Director, Environmental Services, Valley Baptist Medical Center, Brownsville, Texas, 2004–2006

Director, Environmental Services, Christus Santa Rosa Medical Center, San Antonio, Texas, 2004

Assistant Director, Environmental Services, St. Joseph Medical Center, Towson, Maryland, 2000–2004

Operations Manager, Environmental Services, Jackson Madison County General Hospital, Jackson, Tennessee, 1999–2000

U.S. Army, November 1995–October 1999

Education

University of Phoenix

Bachelor of Science in business management

Associate of Arts in healthcare administration

Certifications

- Six Sigma Green Belt
- Quality Service Certification, Disney Institute

Leadership Team

Executive Leadership



Lisa Trombley
Division President



Randy Scott
Sr. Vice President



Susane Hirschmann
Texas Children's Hospital
West Campus



Regional Leadership



Michael Gorman
Regional Director of Operations



Yetunde Adeyinka
Texas Children's
The Woodlands



System Support



Kyle Petry
System Patient Experience Manager



Operational Leadership

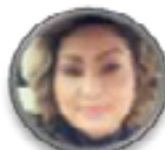
Carola Rojas
West Campus
Operations MGR

Maria Ambriz
West Campus
Operations MGR

Emerald Haydal
West Campus
Patient Experience



Stephanie Malmay
Texas Children's
TCP, TCUC & Specialty Care



Noelia Campos
Texas Children's TCP,
TCUC & Specialty Care
Austin MGR



Sandra Rodriguez
Texas Children's TCP,
TCUC & Specialty Care
Houston MGR



Najeem Bagudu
Texas Children's TCP,
EVS Admin

Chelsea Adams
The Woodlands
Operations MGR

Lashanta Jackson
The Woodlands
Operations MGR

Lorea Guzman
The Woodlands
EVS Admin

Hazel McCardle
The Woodlands
Patient Experience



Tamera Caldwell
Texas Children's
North Austin



Paula Wright
North Austin
Operations MGR



Joseph Fogg
North Austin
Operations MGR



Ana Rivera
North Austin
EVS Admin



Gabriela Montes
North Austin
Patient Experience

Lauren Prepchuk

Regional Vice President

Experience

Crothall Healthcare, June 2002–Present

Regional Vice President, Patient Transportation and Patient Observation, August 2019–Present

- Hold P&L and operational accountability for patient transportation and patient observation across a multi-state region, leading directors and resident regional managers to client-defined quality and productivity standards
- Set regional service strategy and growth plans; partner with hospital executives on Quarterly Business Reviews, expansion of add-on services and contract retention
- Drive a customer-obsessed culture through patient/family surveys, daily rounding programs and performance improvement initiatives tied to response times and satisfaction
- Develop and mentor unit directors, building succession depth and a unified, mission-driven leadership bench
- Ensure compliance with TJC, OSHA, CDC and federal/state regulatory requirements across all accounts

Regional Director of Operations, Patient Transportation, May 2018–September 2019

- Directed transportation operations across multiple hospital accounts, managing budgets, staffing models and client relationships
- Implemented standardized quality metrics and reporting that improved on-time patient delivery and account scorecards

National Director, Patient Experience, September 2009–April 2018

- Led national patient experience strategy, standards and analytics for a major healthcare services organization
- Designed satisfaction survey frameworks and service recovery playbooks adopted across hundreds of accounts

Director of Patient Satisfaction and Patient Experience, August 2005–September 2009

- Built patient satisfaction reporting and improvement programs, translating survey data into actionable operational change

Marketing Project Manager, Patient Satisfaction, June 2002–June 2005

- Managed satisfaction survey reporting projects and early career patient experience initiatives

University of Colorado Hospital, October 2001–July 2006

Special Project Contractor, Satisfaction Survey Reporting

- Delivered survey analytics and reporting in support of hospital quality and patient experience goals

Education

University of Colorado, 2001

Master of Business Administration

University of Rhode Island, 1996

Bachelor of Science

R.J. Miller II

Regional Director of Operations

Experience

Crothall Healthcare, April 2017–Present

*Regional Director of Operations,
October 2022–Present*

- Direct patient transportation and support services operations across multiple hospital accounts, holding full accountability for finances, client relations, service quality and personnel performance
- Lead unit directors and supervisors in setting and sustaining response time and productivity standards, conducting daily rounds, staff observations and patient/family surveys to drive continuous improvement
- Own regional operating budgets, analyze workload trends and staffing levels, and align labor models to fluctuating patient volume without compromising service
- Conduct Quarterly Business Reviews with hospital leadership, presenting quality metrics, improvement initiatives and growth opportunities
- Ensure compliance with federal, state, The Joint Commission, OSHA and CDC standards across all sites

Director, October 2018–October 2022

- Managed day-to-day patient transportation operations for a major hospital account, supervising frontline staff and coordinating activities with nursing and ancillary departments
- Built and developed a service-oriented team through structured hiring, orientation, training and performance management, improving retention and morale

- Implemented and measured quality improvement initiatives that strengthened on-time delivery of patients, specimens, blood and equipment

Assistant Director, April 2017–October 2018

- Supported director in supervising transport staff, monitoring response times and maintaining account standards in a high-volume academic medical center
- Promoted positive customer service relations with patients, families, visitors and clinical staff

University of Colorado Health, November 2016–April 2017

Operations Manager

- Coordinated daily operations and staffing for patient support services
- Ensured accuracy of records and timesheets

Education

West Virginia University, 2013

Bachelor's degree in multidisciplinary studies

Unit Director

Experience

Crothall Healthcare

Unit Director, Patient Transportation

- Lead patient transportation operations end to end: oversee supervisors and frontline transporters, manage operating budget, and sustain client relations, quality standards, and personnel productivity
- Coordinate transportation activities daily with nursing and support departments to ensure safe, comfortable and efficient patient movement
- Develop and operate within the approved department budget; analyze workload trends and staffing levels and monitor/purchase supplies and equipment as needed
- Continuously monitor response times and associate productivity to remain compliant with account standards
- Conduct continuous improvement programs – formal and informal staff observations, daily rounds, and key user and patient/family surveys – and prepare, implement, measure and report quality improvement initiatives
- Ensure accurate, timely delivery of patients, specimens, blood, equipment and patient-related items
- Onboard, train, develop and manage performance of all levels of personnel; delegate appropriately and conduct regular manager meetings
- Ensure compliance with all regulatory agencies, including TJC, OSHA and CDC
- Conduct Quarterly Business Reviews and support sales opportunities through site tours and presentations

- Manage add-on services such as patient observation, lift, courier, valet or shuttle where applicable

Education

Accredited University

Bachelor's degree (or equivalent combination of education and experience)

CPR/BLS certification – completed per company and account requirement

Patient Transportation Organizational Chart





Appendix

Tab 9 - #18 – When minor scope adjustments occur, TCH would prefer not to engage in contract amendments. What is your approach to minimizing contractual hurdles while expanding or shrinking the scope of the engagement?

Schedule A-3
Sample Change Order Form

Change Order to Services Agreement

Between

Texas Children's Hospital and
Compass Group USA, Inc.

This is Change Order No. [001] to the Services Agreement between Texas Children's Hospital and Compass Group USA, Inc. dated XX (the "Agreement").

Pursuant to Section 2.4 (a.) of Schedule A to the Agreement, entitled **Scope of Service Changes**, the Parties agree to the following changes in the Services and/or Vendor's Rates, effective [REDACTED]:

Adjustments to scope of the Services: This change order reflects the following changes to the scope of the Services: [REDACTED].

Adjustments to Vendor's Rate: This change order reflects the following changes to the Vendor's Rate: [REDACTED].

The Vendor's Rate is hereby **increased/decreased** as a result of this Change Order in the amounts set forth in the chart below.

Service	Change to Vendor's Rate
EVS Services	[REDACTED]
FNS Services	[REDACTED]
Total	[REDACTED]

The Vendor's Rate taking into account the effect of this Change Order, if any, shall be as set forth in the chart below.

Service	Vendor's Monthly Rate
EVS Services	[REDACTED]
FNS Service	[REDACTED]
Total	[REDACTED]

All other terms, conditions and stipulations contained in the Agreement shall remain in full force and effect and without any change or modification whatsoever, except in the event of any conflict between this change order and the Agreement, this change order will control.

TEXAS CHILDREN'S HOSPITAL

CROTHALL HEALTHCARE, INC.

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Tab 9 - #32 - Please provide a copy of your standard operating manual, policies and procedures to deliver EVS and linen distribution services to your clients.

CROTHALL HEALTHCARE, INC.

TABLE OF CONTENTS

0. Program Introduction

- 0.1 - Service Objective
- 0.2 - Risk Assessment
- 0.3 - Organizational Design-Crothall Healthcare
- 0.4 - Organizational Design-Facility
- 0.5 - Organizational Design-Department

1. Human Resources

- 1.01 - Human Resources

2. Purchasing

- 2.01 - Janitorial Supplies
- 2.02 - Equipment
- 2.03 - Inventory
- 2.04 - Vendor Set-Up & Maintenance

3. Contract Management

- 3.01 - Contract Management
- 3.02 - Special Request Management
- 3.03 - Emergency Response
- 3.04 - Sub-Contractor Management
- 3.05 - Client Transition Management
- 3.06 - New Client Tour Protocol
- 3.07 - Multi-Service Accounts Bi-weekly Leadership Team meeting
- 3.08 - Client Expectations Management (Pre-Start)
- 3.09 - Contract Remedy Management

4. Management Communications

- 4.01 - Unit Planning Calendar
- 4.02 - Shift Report / AM - PM Checklist
- 4.03 - Telephone Log
- 4.04 - Surgical, Specialty, Pharmacy Terminal and Cycle Cleaning
- 4.05 - Privacy Cleaning Log
- 4.06 - DOT / Regulated Medical Waste Log
- 4.07 - Disinfectant Solution Preparation & Dilution Dispensing Log
- 4.08 - Mattress Inspection Log

5. EVS Associate Professional Development

- 5.01 - CHAT (Communication, Help and Training)
- 5.02 - Annual Hourly Recertification

CROTHALL HEALTHCARE, INC.

5.03 - Hourly/Frontline Onboarding: My Great Start & New Hire Orientation

5.04 - Operational Minder Training

5.05 - Great Employees Make Magic (GEM)

6. Management Professional Development

6.01 - Foundations Program

6.02 - Learning and Development Opportunities

6.03 - Company Required Training

6.04 - HIPAA Online Training: Protecting A Patient's Right To Privacy

6.05 - Training Class Registration

6.06 - Talent & Development Consultant Services

6.07 - Joint Accounts Team Building Exercises

7. Quality Measurement

7.01 - Quality Inspections & High Touch Surfaces Focus

7.02 - Stay Conversations

7.03 - Hand Hygiene

7.04 - Leapfrog Compliance Standard Hand Hygiene

7.05 - Customer Surveys

7.06 - Competency Observation

8. Procedures

8.01 - Unit Level Executive Dashboard (ULED)

8.02 - Duty Lists

8.03 - Position Control Summary

8.04 - Days On/Off Roster

8.05 - Sign In/Out

8.06 - Key, Pager, and iPad Sign Out Sheet

8.07 - Paycheck Receipt

8.08 - Restroom Cleaning Log

8.09 - Contingency Staffing Standard

8.10 - Standard Hours Reports

8.11 - Service Level Agreements (SLAs)

8.12 - Housekeeping Procedures

9. Safety & Risk Management

9.01 - Administration

9.02 - Risk Management

9.03 - MyCompass (Intranet) Safety Page

9.04 - Quarterly Safety Performance Review/QSI

9.05 - Training for Managers

9.06 - Safety Committee

9.07 - Safety Bulletin Board

9.08 - Incident Reporting Process

9.09 - Third-Party Administrator Contact Information

Confidential

3

CROTHALL HEALTHCARE, INC.

- 9.10 - General Liability Reporting Process
- 9.11 - OSHA
- 9.12 - Occupational Exposures
- 9.13 - Environment of Care
- 9.14 - General Safety
- 9.15 - Hospital Codes
- 9.16 - Fire Safety
- 9.17 - Utility Safety
- 9.18 - Radiation Safety
- 9.19 - Back Safety & Ergonomics
- 9.20 - Safe Medical Device
- 9.21 - Hazardous Materials
- 9.22 - Floor Care Equipment Charging
- 9.23 - Respirator Compliance

10. PE Customer Focus

- 10.01 - EVS Patient Experience Protocol
- 10.02 - Priority Unit Determination & ED Analysis
- 10.03 - Patient Engagement/Rounding Strategy & Service Recovery
- 10.04 - Behavioral & Situational Scripting
- 10.05 - Reward & Recognition
- 10.06 - Picture Perfect/Operational Picture Perfect
- 10.07 - Nurse Engagement Strategy
- 10.08 - Right People, Right Place
- 10.09 - Digestible Data & Unit Specific Targets
- 10.10 - Client (Direct Report) Patient Experience Communications
- 10.11 - Score Awareness
- 10.12 - Cross Service Line Collaboration
- 10.13 - Daily Huddles
- 10.14 - Monthly Patient Satisfaction Meeting & Patient Satisfaction Action Plan
- 10.15 - Patient Experience Training
- 10.16 - Emergency Department Strategy

11. Infection Prevention and Control Solutions

- 11.00 - Introduction
- 11.01 - Infection Prevention Measurement System Adenosine Triphosphate (ATP)
- 11.02 - Infection Prevention Enhanced Solution Ultraviolet (UV) Technology
- 11.03 - Infection Prevention Enhanced Solution Electrostatic Application
- 11.04 - Regulatory Support TJC and Infection Prevention
- 11.05 - Infection Prevention Surface Barrier Solutions
- 11.06 - Airborne Pathogen Mitigation Solutions

12. Sustainable Standards

- 12.01 - Sustainable Chemicals, Consumables, and Tools Standard
- 12.02 - Sustainable Equipment Standard
- 12.03 - Project Improvement Log Standard

CROTHALL HEALTHCARE, INC.

- 12.04 - Recycling, Waste, Energy, Water and Sustainable Process Standards
- 12.05 - Recommended Leadership Sustainable Education

13. Quarterly Business Review

- 13.01 - Quarterly Business Review Preparation
- 13.02 - Joint Quarterly Business Reviews
- 13.03 - Quarterly Business Review Meeting Minutes
- 13.04 - Mission and Values
- 13.05 - Departmental Organization
- 13.06 - Safety
- 13.07 - Patient Experience Efforts - Positive Impressions Compliance
- 13.08 - Training, Learning and Development
- 13.09 - Quality Assurance
- 13.10 - Employee/Associate Corner
- 13.11 - Corporate Support
- 13.12 - Financial Overview
- 13.13 - Cycle Cleaning
- 13.14 - Goals for Next Quarter
- 13.15 - Customer Feedback
- 13.16 - Year End and Quarterly KPI/QBR Committee Meeting

14. Information Technology

- 14.01 - Corporate Performance Reporting
- 14.02 - New User Requests
- 14.03 - Help Desk
- 14.04 - New IT Equipment Request Workflow
- 14.05 - Operational Technology Vetting Governance
- 14.06 - 3rd Party System Integration Requirements Governance

15. Automated Task Management Standards

- 15.01 - Automated Task Management: Inclusion in Financial Matters
- 15.02 - Automated Task Management: Pre Launch
- 15.03 - Automated Task Management: Deployment
- 15.04 - Automated Task Management: Assignments
- 15.05 - Automated Task Management: AM/PM Rounds
- 15.06 - Automated Task Management: Quality, Metrics, & Audit

The purpose of the Standard Operating Process Manual is to provide a lean, standardized, and consistent approach related to the execution of forms, processes, and legislative compliance expectations in support of the EVS Policies and Procedures Manual. Compliance with this approach has been proven to produce operational excellence.

Confidential

5

Tab 9 - #70 - Please provide a copy of your employee manual that is utilized by your managers and supervisors

TABLE OF CONTENTS

1. Introduction

1.1 About This Handbook	1
-------------------------------	---

2. Employment Policies

2.1 Equal Employment Opportunity	1
2.2 Affirmative Action	1
2.3 Diversity and Inclusion	2
2.4 Human Rights Policy	3
2.5 Open Communication	3
2.6 SpeakUp Hotline	3
2.7 Fair Treatment Policy	4
2.8 Sexual Harassment Policy	5
2.9 Growing with the Company	7
2.10 Performance Management/Career Development	8
2.11 Non-Disclosure of Confidential Company Information	9
2.12 Drugs and Alcohol	9
2.13 Smoke and Vape Free Workplace	10
2.14 Right to Inspect/Workplace Searches	10
2.15 Conflict of Interest/Employment Outside the Company	11
2.16 Employment of Relatives	11

3. Compensation

3.1 Classification of Employment	12
3.2 Introductory Period	12
3.3 Proper Recording of All Hours Worked	12
3.4 Meal Periods, Rest Breaks, and Other Company Approved Breaks	13
3.5 Overtime Pay	14

4. Benefits

4.1 Family and Medical Leave	15
4.2 Pregnancy Reasonable Accommodation Leave	18
4.3 Accommodations for Individuals with Disabilities	22
4.4 Military Leave	22
4.5 Bereavement	23
4.6 Jury Duty and Witness Testimony	23
4.7 Time Off to Vote	24

5. Associate Conduct

5.1 Personal Appearance and Hand Washing	24
5.2 Uniforms	26
5.3 Workplace Safety	26
5.4 Attendance Policy	27
5.5 Personal Information	30
5.6 Resignation	30
5.7 Violence Free Workplace	30
5.8 Work Rules	31
5.9 Integrity in the Workplace	34
5.10 Environmental Standards	34
5.11 Use of Company and Client Technology	35
5.12 Use of Personal Technology	36
5.13 Social Media	36

Handbook Supplement

Handbook Receipt/Uniform Receipt

Tab 9 – #104 – Please provide a copy of your standard operating manual, policies and procedures to deliver Food Services to your clients.

TABLE OF CONTENTS

INTRODUCTION

Introduction
Guide for Implementation
P&P Manual Approval Form

POLICY

A. LEADERSHIP

- A001 Objectives of the Food and Nutrition Services Department/Dining Services
- A002 Scope of Services
 - Organizational Chart of Facility/Community Administration
 - Organizational Chart of Department
 - Hours of Operation
- A003 Contractual Relationship of Facility/Community and the Company
 - Organizational Chart of Company Regional Team
- A004 Interdepartmental Relations and Committees
- A005 Communications Plan
 - Management/Administration Contact List
 - Department Contact List
- A006 Essential Financial Records
- A007 Personnel Files for Department Associates
- A008 Department Security
 - Key Issue Log
 - Department Security Guidelines and Checklist
- A009 Associate Security Policies for Department
- A010 Department Daily Opening Procedures
- A011 Department Daily Closing Procedures
- A012 Labor Management
 - Work (Activities) Schedule
 - Associate Schedule
 - Weekly Staffing – Budget Analysis
- A013 Submission of Direct Care Staff Hours to CMS – Payroll Based Journal (PBJ)
 - FYI: Payroll Based Journal (PBJ)
- A014 Quality Assessment Performance Improvement (QAPI)

B. PRODUCTION, PURCHASING, STORAGE

- B001 Purchasing and Inventory
 - Approved Vendor List
- B002 Receiving
 - Food Delivery Record
- B003 Food and Supply Storage
 - Refrigerated Storage Life of Foods
 - Freezer Storage Life of Foods
 - Dry Storage Life of Foods
 - Proper Refrigerator and Freezer Storage
- B004 Cold Storage Temperatures
 - Refrigeration Temperature Record
 - Freezer Temperature Record

- Verification of Electronic Monitoring of Refrigeration/Freezer Equipment
- B005 Menu Substitutions
- B006 Daily Production Workbook
- B007 Food Handling Guidelines (HACCP)
 - Thermometer Calibration Sheet
 - Suma Eden Fruit and Vegetable Wash Log
 - Cooling Log
 - Hot Holding Box
 - Cold Holding Log
- B008 Handling of Enteral Feedings and Nutritional Supplements

C. PATIENT/RESIDENT FOOD SERVICES

- C001 Diet Orders
- C002 Patient Right to Refuse Diet Order
 - Diet Order Refusal Form
- C003 Parenteral/Enteral Products: Responsibilities for Handling
- C004 Communication of Patient Information and Requests
 - Patient Service Log
- C005 *NOW* Trays
 - FYI: SAMPLE Cold Meal Service
 - SAMPLE: *NOW* Tray Delivery Form
 - NOW* Tray Log
- C006 Nutritional Adequacy/Approval
 - Menu Approval Form
- C007 Food Brought in to Patients from the Outside
- C008 Patient Retail Policy
- C009 C.D.C. Guidelines for Isolation Precautions
- C010 Isolation Food Service
 - FYI: Recommendations for Standard & Transmission-Based Precautions in Hospitals
 - FYI: Isolation Procedures Development
- C011 Menu Management
 - FYI: Modified Diet Guidelines
- C012 Patient Menu Selections
 - Meal Refusal Log
- C013 Trayline/Taste/Temperature Record
 - SAMPLE: Taste and Temperature Record
- C014 Tray Assembly Procedures and GR8 Start Meeting
 - Tray Accuracy Assessment
 - Assembly Line Diagram Sample
 - Trayline Stations
 - Insert Unit Tray Arrangement Diagram
- C015 Tray Identification/Delivery/Pick-Up
 - Tray Delivery Log
- C016 Avoiding Adverse Events
 - “High Risk” Tray Check by Meal
 - “High Risk” Tray Check by Day
 - FYI: Latex Allergies
- C017 Nursing Unit Stock
 - Unit Kitchen Sanitation Checklist
- C018 Guidelines for Distribution of Pantry Stock to Patients

- FYI: SAMPLE Nursing Unit Stock Items Appropriate for Diet
- C019 Nourishments, Patient Specific
FYI: Nourishments (Patient Specific) Alternate Systems
- C020 Test Tray Evaluation
Food and Nutrition Services Test Tray Evaluation

D. CLINICAL NUTRITION SERVICES

- D001 Review and Approval of Nutrition Care
- D002 Medical Nutrition Therapies - How to Order
- D003 Initial Screening, Prioritization and Assessment
Prioritization for Assessment
FYI: Validated Screening Tools for Malnutrition
Prioritization Tables
- D004 Nutrition Order Writing
FYI: Ordering of Therapeutic Diets
- D005 Levels of Clinical Nutrition Privileges and Competence Verification
SAMPLE Clinical Competence Documentation
FYI: Advanced Level Practice
- D006 Malnutrition and the Hospitalized Patient
- D007 Intake Support
- D008 Patient and Family Education
FYI: Patient and Family Education
- D009 Food-Drug Interaction Education
FYI: Food-Drug Interaction Education
FYI: The Joint Commission National Patient Safety Goal
- D010 Enteral Nutrition
FYI: ASPEN Enteral Nutrition Label Guidelines
- D011 Parenteral Nutrition
FYI: Required Components for the PN Order
- D012 Coordination of Activities of Food and Nutrition Services Department Dietitians with other Medical Center Dietitians
FYI: Sample Customization
- D013 Discharge Planning for Nutrition Services
- D014 Outpatient Services
- D015 Swing Bed Admission Assessment and Reassessment

E. ORIENTATION AND EDUCATION

- E001 Associate Competency Program Overview
- E002 Orientation and Initial Training
New Associate Orientation – Key Elements
New Associate Orientation Addendum
FYI: Interrelationship of Organization and Food and Nutrition Services Department /Dining Services Orientations
- E003 On-the-Job Training
- E004 Evaluation of Associate Competency
FYI: Competency
- E005 Associate Work Rules
- E006 Uniform Dress Code
- E007 Dress Guidelines for Food Service Management and Clinical Nutrition Staff
- E008 Clinical Dietitian/NDTR Competency
Competency Overview

- E009 In-Service Education
 - In-Service Training Report
- E010 Continuing Education
- E011 Dietetic Interns
- E012 HACCP Training Plan for Food Handlers
 - FYI: Sample HACCP Training Plan
- E013 License, Registration and/or Certification of Associates

F. SANITATION AND INFECTION CONTROL

- F001 Sanitation and Infection Prevention and Control Program Overview
- F002 Working with Facility/Community Infection Prevention and Control Department
 - Facility/Community Infection Prevention and Control Policies and Procedures
- F003 Outbreak of Foodborne Illness, Product Defect or Food Contamination
- F004 Infection Monitoring of Associates
- F005 Associate Guidelines: Infection Reporting
- F006 Associate Guidelines: Infection Prevention and Control Practices
- F007 Hand Hygiene
- F008 Cutting Boards
- F009 Cut Gloves
- F010 Pest Control
- F011 Solid Waste Disposal
 - FYI: Trash Receptacles
- F012 Damaged China and Glassware Surveillance
- F013 Cleaning of Food and Nonfood Contact Surfaces
- F014 Area and Equipment Cleaning
 - Equipment Cleaning Log
- F015 Sanitation Inspection and Checklist
 - Basic Sanitation Checklist
- F016 Ice Handling
- F017 Storage of Pots, Dishes, Flatware, Utensils
- F018 Sanitizing Food Contact Surfaces
 - Pot-Sink Temperature and Sanitizer Concentration Log
 - Sanitizer Solution from Dispenser
 - Red Bucket Log
 - FYI: Using Chemicals to Sanitize Food Contact Surfaces
- F019 Dishmachine Temperatures
 - Dishmachine Temperature Record (High Temperature Machine)
 - Test Strip Results
 - Final Rinse Temperature at Dish Surface Measured by Maximum Recording Thermometer/Device
 - Dishmachine Temperature Record (Low Temperature Machine)
- F020 Vomiting and Diarrheal Incident Response
 - Associate Health Return to Work Questionnaire
- F021 Disposable Glove Use
- F022 Use of Corrugated Cardboard

G. SAFETY AND EQUIPMENT MAINTENANCE

- G001 Safety Program
- G002 Associate Safety Guidelines
- G003 “Right to Understand”/Right-to-Know Law Compliance

- G004 Chemical Accident
- G005 Equipment Maintenance Program
 - Preventive Maintenance Program Review Form
 - FYI: Sample Equipment Maintenance Schedules
- G006 Equipment Inspection Program
 - Equipment Inspection Checklist
 - Weekly Eyewash Station Check
- G007 Repairs
 - Back-up Sources for Repairs
 - Work Requisition Form
- G008 Equipment Manual
- G009 Fire Preparedness
 - Fire Incident/Fire Drill Report
- G010 Fire Extinguisher Inspection and Maintenance
 - FYI: Fire Extinguisher Inspection and Maintenance
- G011 Employee Fire Emergency Guidelines
 - Fire Evacuation Plan
- G012 Mold Prevention

H. EMERGENCY PREPAREDNESS

- H000 Participation in the Facility/Community's Emergency Preparedness Plan
- H001 Department Preparedness
 - Management Contact Information
 - Department Associate Contact Information
 - Emergency Contact Information (Vendors and Assistance)
 - FYI: Emergency Preparedness Notebook
 - FYI: Should Emergency Food and Water be Stockpiled?
 - FYI: Elements of an Emergency Preparedness Plan
 - FYI: Facility/Community-Wide Disaster Plan
- H002 Activation of Department Disaster Plan
- H003 Coastal Accounts: Annual Hurricane Planning
 - FYI: Foodbuy Emergency Response Page
- H004 Failure of Water Supply
 - FYI: Minimum Requirements for a Portable Hand Washing Station
- H005 Failure of Gas Supply
- H006 Failure of Electrical Supply
- H007 Failure of Elevators
- H008 Failure of Refrigeration/Freezers
- H009 Sewage Back-Up or Flood Emergency
- H010 Labor Shortage/Surge in Census
- H011 No Source of Food/Supplies
- H012 Tray Identification - Non-Selective Menu
- H013 Disaster Menus
 - FYI: Disaster Toolkit

REFERENCES/RESOURCES

Recommendations of Records Retention.....	1
Agreement to Provide Nutrition Consultation Services.....	2
HIPAA Regulations.....	3
Quality Control Schedule.....	4

Tab 9 - #124 - Please provide a copy of your employee manual that is utilized by your managers and supervisors

TABLE OF CONTENTS

1. Introduction

1.1 About This Handbook	1
-------------------------------	---

2. Employment Policies

2.1 Equal Employment Opportunity	1
2.2 Affirmative Action	1
2.3 Diversity and Inclusion	2
2.4 Human Rights Policy	3
2.5 Open Communication	3
2.6 SpeakUp Hotline	3
2.7 Fair Treatment Policy	4
2.8 Sexual Harassment Policy	5
2.9 Growing with the Company	7
2.10 Performance Management/Career Development	8
2.11 Non-Disclosure of Confidential Company Information	9
2.12 Drugs and Alcohol	9
2.13 Smoke and Vape Free Workplace	10
2.14 Right to Inspect/Workplace Searches	10
2.15 Conflict of Interest/Employment Outside the Company	11
2.16 Employment of Relatives	11

3. Compensation

3.1 Classification of Employment	12
3.2 Introductory Period	12
3.3 Proper Recording of All Hours Worked	12
3.4 Meal Periods, Rest Breaks, and Other Company Approved Breaks	13
3.5 Overtime Pay	14

4. Benefits

4.1 Family and Medical Leave	15
4.2 Pregnancy Reasonable Accommodation Leave	18
4.3 Accommodations for Individuals with Disabilities	22
4.4 Military Leave	22
4.5 Bereavement	23
4.6 Jury Duty and Witness Testimony	23
4.7 Time Off to Vote	24

5. Associate Conduct

5.1 Personal Appearance and Hand Washing	24
5.2 Uniforms	26
5.3 Workplace Safety	26
5.4 Attendance Policy	27
5.5 Personal Information	30
5.6 Resignation	30
5.7 Violence Free Workplace	30
5.8 Work Rules	31
5.9 Integrity in the Workplace	34
5.10 Environmental Standards	34
5.11 Use of Company and Client Technology	35
5.12 Use of Personal Technology	36
5.13 Social Media	36

Handbook Supplement

Handbook Receipt/Uniform Receipt



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