

# Quality of **LIFE** Experiences

## MEET TAMA DUFFY DAY

Healthcare design  
expert in the US

## EMPOWERING PATIENTS

Small gestures  
and big differences

**A DAY  
IN THE LIFE**  
OF SAMITIVEJ  
SRINAKARIN  
HOSPITAL  
IN BANGKOK



**Dr. Somsiri Sakolsatayadorn**  
Managing Director  
and Chief Executive Officer  
of Samitivej Group

**sodexo**  
QUALITY OF LIFE SERVICES

## CONTRIBUTORS



**Tama Duffy Day**

**An internationally recognized American healthcare designer** who creates therapeutic environments and is passionate about the measurable effects of design on health improvement. She shares her convictions in an inspiring interview in the *Meet the Experts* section.

**Joanna Groves, Jules Acton and Myrl Weinberg**

**Respectively CEO of the International Alliance of Patients' Organizations (UK), Director of Engagement and Membership of National Voices (UK) and CEO of the National Health Council (US).** They give their points of view on the progress of patient empowerment in the *Issues and Topics* section.



**Dr Somsiri Sakolsatayadorn and Dr Surangkana Techapaitoon**

**Respectively Chief Executive Officer of Samitivej Group and Deputy Hospital Director of Srinakarin Hospital,** Dr Somsiri and Dr Surangkana present some of the ways this Bangkok-based hospital demonstrates its commitment to Quality of Life.



**Victoria Nagel Hauzy and Chatchai Sinthuchai**

**US journalist Victoria and Thai photographer Chatchai** joined forces to explore the Srinakarin Hospital and produce this issue's *Life Size* report.



**John LaRoche**

**Specialist in high-risk cleaning at the Sodexo healthcare division** in North America, John shares his expertise with us in the *User Guide* section.

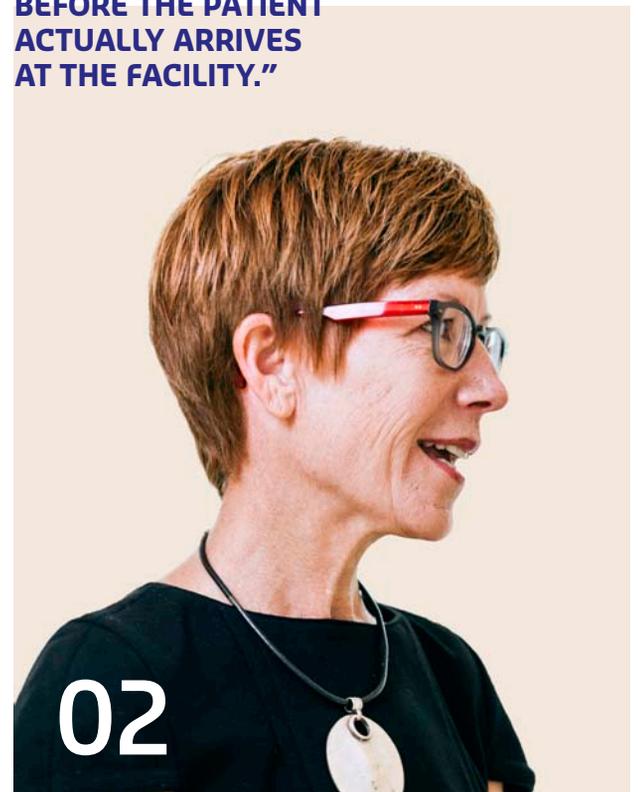
**Linda Goute**

**Project manager at the healthcare division of Sodexo France** and specialized in sterilization, Linda explains, in the *User Guide* section, how Sodexo's global approach directly impacts performance.



**Editorial Committee:** Sodexo Healthcare Executive Leadership - Patrick Connoily (USA); Marc Plumart (France); Simon Scrivens (UK). **Editor-in-chief:** Sophie Delaval. **Editorial coordination:** Kasha Kruse. **Research, copy, design and layout:** BABEL. **Journalists:** Katia Fau, Trevor Huggins, Tony Lawrence, Victoria Nagel Hauzy. **Photo credits:** Matthew Rakola/CAPA Pictures (pp. 2-7); Burger/Phanie, Ken Seet/Corbis (pp. 10-13); Chatchai Sinthuchai (pp. 14-24); Sodexo photo library (pp. 25, 26-27, 30-33, 35); OECD/Julien Daniel (p. 28); ASO/O. Chabe (p. 31); Loic Venance/AFP Photo (p. 33); Jens Kalaene/dpa/Corbis (p. 34). This edition is printed on FSC-certified Heavy 42 paper with all fiber sourced from sustainably managed forests. Printing uses vegetable ink made from renewable raw materials. Printed in November 2013.

**"THE SEEDS FOR CREATING A HEALING ENVIRONMENT ARE PLANTED LONG BEFORE THE PATIENT ACTUALLY ARRIVES AT THE FACILITY."**





14

## A DAY IN THE LIFE OF SAMITVEJ SRINAKARIN HOSPITAL



10

**02 Meet the Experts**  
Enhancing health through design.

**08 Quality of Life Trends and Figures**  
Studies and data on health and Quality of Life issues.

**10 Quality of Life Issues and Topics**  
Empowering patients: small gestures can make a big difference.

**25 User Guide**  
Fighting hospital-acquired infections.

**28 Sodexo News Around the World**  
A review of Sodexo's recent actions, initiatives and partnerships to improve Quality of Life around the world.



Tama  
Duffy Day

# ENHANCING HEALTH THROUGH DESIGN

## BIO

**Tama Duffy Day** is a Design Principal at Perkins+Will, a global architecture and design firm established in 1935 in Washington, DC.

**Internationally recognized** for her creations of therapeutic environments, she is the recipient of numerous awards and has been elected to the prestigious College of Fellows of both the International Interior Design Association (IIDA) and the American Society of Interior Designers (ASID).

**She also mentors,** teaches, serves on the boards of New York University and the Corcoran School of Design, and lectured recently at the Indus Valley School of Art and Architecture in Karachi, Pakistan.

Passionate about the correlation between design and health, Tama Duffy Day explains **how and why design has the power to impact the well-being** of patients, caregivers, and entire communities.



**Tama Duffy Day's** surprising approach to healthcare design dispels many beliefs about what it actually is. Her passionate perspective, based on patient and caregiver experience, reveals that design is a powerful tool that far exceeds the world of aesthetics, practicality, and even function.

**“ACOUSTICALLY QUIET ROOMS, APPROPRIATE LIGHTING, AND ACCESS TO DAYLIGHT HELP TO REDUCE PAIN, STRESS, AND DEPRESSION. THESE ATTRIBUTES IMPACT STAFF BY LOWERING THEIR STRESS LEVELS TOO.”**

**ALTHOUGH HEALTHCARE DESIGN IS A HOT TOPIC, DO DWINDLING RESOURCES IN THE HEALTHCARE SECTOR MEAN THAT THIS IS A LUXURY INVESTMENT RESERVED FOR THOSE WHO CAN AFFORD IT?**

**Tama Duffy Day:** At the beginning of my career, I used to think that designing a healthcare environment meant designing a hospital, but what we are really doing is an entire experience of how to live. Design is very powerful because it is all encompassing. It is about every aspect of the patient experience with the intention to help cultivate physical, mental and social healthiness and well-being.

To answer your question about the costs of design, clarity in “designing” the patient and caregiver experience is not a discussion about cost as much as it is about process and vision. Often people assume that designing a “healthy building” is more costly. We did a study not long ago that shows that achieving LEED (Leadership in Energy and Environmental Design) certification, or implementing sustainable hospital design, can add less than 1.25% to capital costs. So no, it is not prohibitive.

**THESE ARE VERY AMBITIOUS OBJECTIVES. CAN DESIGN CONTRIBUTE IN A TANGIBLE WAY TO CREATING A HEALING ENVIRONMENT?**

**TDD:** Absolutely. Design in healthcare has the power to impact many people when they are at their most vulnerable, so it is important to think through the entire process of reducing stress and ensuring that the experience, whatever the pathology or condition, is as pleasant as possible for everyone involved. A healing environment is about much more than the design of a physical place. In fact, with the engagement of outreach and social media, the seeds for creating a healing environment are planted long before the patient actually arrives at a facility. It can begin with a phone call or a visit to a hospital website. Information clarity and communication are social aspects of health that are sometimes overlooked, and this can adversely color a patient’s healthcare experience, even before they open the hospital doors.

**SO HOW DOES DESIGN REALLY IMPACT PATIENTS?**

**TDD:** There are many examples of design interventions that stimulate healthy behavior: the creation of medical facilities with access to brightly lit, attractive stairs to encourage >



**“THE SEEDS FOR  
CREATING  
A HEALING  
ENVIRONMENT  
ARE PLANTED LONG  
BEFORE THE PATIENT  
ACTUALLY ARRIVES  
AT THE FACILITY.”**

➤ more active, less sedentary behavior. Or enabling caregivers to assist patients without risking their own health by fitting rooms with ergonomic lift systems. Placing patient beds adjacent to bathrooms can also change the deal. To improve the quality of life of patients, one must first clearly understand who the patients are and the end goals of the establishment. Design must relate to the health business at hand so that how a business plan and physical space are conceived is one and the same. Delivering services to urban homeless people is not the same as delivering them to an affluent suburban population or a rural community. I would never design the same facility for these populations because their cultures, expectations, and interactions are very different. The way people live in each community must be reflected in how care is given and patient needs are processed. Again, social interaction is critical. A warm acknowledgement, a reception desk that facilitates eye-to-eye contact, and a welcome area quiet enough to communicate confidentially without raising one's voice are design elements that contribute to enhancing the patient's experience.

**Bipolar patients randomly assigned to brighter, east-facing rooms, exposed to direct sunlight in the morning, had a 3.67-day shorter mean hospital stay than patients in west-facing rooms. *Journal of Affective Disorders*, 62(3), 221-223**

**DO THE SENSORIAL ELEMENTS OF DESIGN INFLUENCE HEALTH OUTCOMES?**

**TDD:** HERD (Health Environments Research and Design Journal) has published a lot of research indicating the direct correlation between design and improved healthcare outcomes. Some research touches on sensorial elements, others on more functional aspects. For example, single-bed patient rooms reduce hospital-acquired infections and improve patient sleep, privacy, confidentiality, and communication. Ensuring family zones within patient rooms helps to reduce patient falls. Fitting rooms with ceiling lifts helps to cut down on staff injuries. Decentralized nurse stations reduce staff walking time and increase patient-care time, which raises patient and staff satisfaction. Views of nature help to lessen pain, stress, and depression, which reduces the need for medication and the length of stay. These attributes impact staff by lowering their stress levels too, which leads to fewer medical errors. And the list goes on! Experience has taught me that we humans tick to biological clocks and respond to nature, sunlight, and fresh air in a very intuitive sense. We may not be able to articulate why we might feel calmer when we feel sunlight on our skin, see the imprint of the pattern of a leaf, or seat quietly outside, but our bodies



Watch the video interview on the Quality of Life observer. [www.qualityoflifeobserver.com/content/tama-duffy-day](http://www.qualityoflifeobserver.com/content/tama-duffy-day)

are very attuned to nature's cycles and seasons. Supporting all of these elements that are naturally embedded in us strengthens the actual process of health.

### HAS HEALTHCARE DESIGN THEN EVOLVED INTO SOMETHING THAT IS FUNDAMENTALLY PATIENT CENTRIC?

**TDD:** Yes, absolutely. Patient-centric design has grown from the fact that individuals play an increasingly important role in their own health and healing. It used to be that doctors had the final word. In certain parts of the world, this is no longer the case. Patients can select their care provider, obtain a second opinion, and research pathologies and medications online. For many years technology drove healthcare design, to the point where the human component was left behind. While technology is still important, design today caters to the more empowered patient. Facilities now invest in outreach programs to keep patients healthy, as opposed to just treating them when they are sick. Patient-centric design touches on every aspect of the healthcare experience, starting with privacy, collaboration, and trust. A caregiver builds trust by seeing patients on time, allowing them to express their fears, answering their questions, and doing

careful follow-up. Research indicates that patients disclose less information if privacy is breached due to insufficient sound barriers between rooms. All of these design-related issues are exercises in common sense and can profoundly impact a patient's experience.

### IS THERE NOW A RISK OF FOCUSING TOO MUCH ON THE PATIENT AND NOT ENOUGH ON THE CAREGIVER?

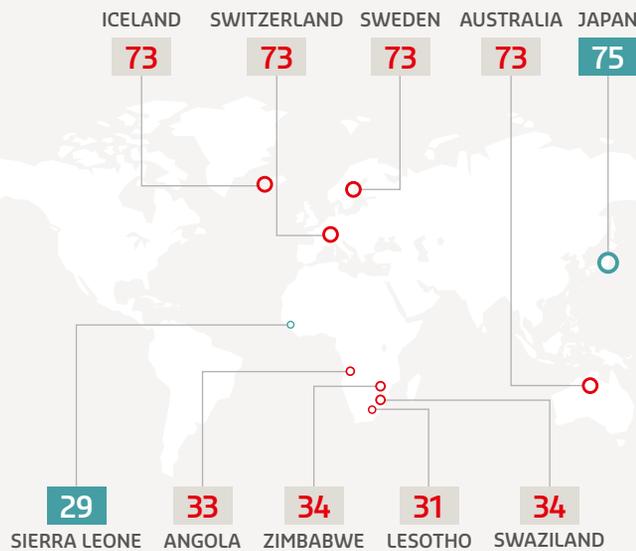
**TDD:** I don't believe so. Leading organizations recognize that what is good for the patient is also good for the caregiver. Some even place the satisfaction and care of their staff as their top priority because they realize that caregivers do a better job of caring for patients if their own professional and personal needs are being met. All facilities are guided to a certain extent by codes, but increasingly, healthcare establishments include dedicated internal and external spaces where caregivers can relax, refresh, celebrate, and mourn, away from patients or their families.

Follow Tama Duffy Day on Twitter (@TamaDuffyDay) or contact her at [duffyday@gmail.com](mailto:duffyday@gmail.com)

# 1 BILLION PEOPLE AGED 60 AND OVER WITHIN 10 YEARS

Life expectancy at birth:

TOP 5 COUNTRIES



BOTTOM 5 COUNTRIES

According to the World Health Organization (WHO), 600 million people were aged 60 and over in 2012. Global population aging presents huge challenges as it requires new approaches to health care. Developed countries will focus on quality-of-life services for their elder citizens while developing countries will still strive to increase life expectancy.

Source: World Health Organization, 2013.

## ATTENTION SEEKING A TECHNIQUE USED BY 27% OF PATIENTS TO EASE HOSPITAL FEAR

Sodexo's profiling tool Personix® (market research and analysis of people's tastes, preferences, and spending habits) categorizes patients based on how they handle their inherent state of fear as they enter the hospital. On average, 27% are 'attention seekers', meaning they need active listening and understanding in order to get emotional relief.

Source: Sodexo Personix®.



# 71% OF MEN FEEL HEALTHY VS 66% OF WOMEN

According to the OECD Better Life Index, 71% of all men in OECD countries consider their health to be 'good' or 'very good' compared with 66% of women. This gender gap in self-perceived health status is largest in Chile, Portugal, and Turkey, while it evens out

in Australia, Canada, Ireland, New Zealand, and the United States.

Find out more about the OECD Better Life Index on [www.oecdbetterlifeindex.org](http://www.oecdbetterlifeindex.org)

Source: OECD Better Life Index.

## FIRST IMPRESSIONS

are just as important as last ones in hospital patient satisfaction



A 2012 study by J.D. Power and Associates shows that patient satisfaction is mainly influenced by human factors, with an emphasis on communication skills between hospital staff and patients. It also reveals that first and last impressions are as important for hospital patients as they are for hotel guests.

Source: Patient Satisfaction Influenced More by Hospital Staff than by Hospital Facilities, J.D. Power and Associates Reports, 2012.

## 70% OF PATIENTS FEEL COMFORTABLE COMMUNICATING OVER DISTANCE WITH DOCTORS

The recently unveiled **Cisco Global Customer Experience Report** shed light on global consumer perceptions of health IT, reaching 1,547 consumers across 10 countries. The survey shows that 70% of patients felt comfortable communicating with doctors through texting, email or video instead of seeing them face-to-face.

### OF THOSE PATIENTS:

-  **19%** preferred a video chat consultation
-  **20%** preferred an online consultation via instant messaging
-  **21%** preferred an email consultation
-  **23%** preferred a telephone consultation

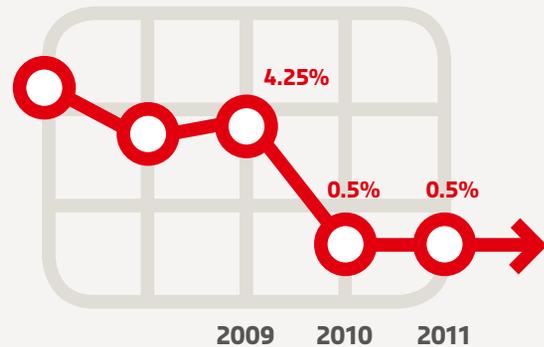
Source: Cisco Global Customer Experience Report, 2013.

## 1 IN 10 DEATHS WORLDWIDE CAUSED BY PHYSICAL INACTIVITY

According to a series of studies released in British medical journal *The Lancet*, physical inactivity causes 1 in 10 deaths worldwide. Research also showed that inactivity levels varied widely across the globe, with the lowest levels in Bangladesh (5%) and the highest levels in Malta (71%). Furthermore, if physical inactivity rates were to go down by

10% to 20% worldwide, it could save between a half-million and 1.3 million lives each year. The study highlights that, in addition to mass-media campaigns to promote exercise, using technology, and specifically mobile phones, could be significant to help people to get fit.

Source: Series on physical inactivity, *The Lancet*, 2012.



## HEALTH SPENDING IS STAGNATING ACROSS OECD COUNTRIES

After falling sharply in 2010, health spending remained flat across OECD countries in 2011 as the economic crisis continued to have an impact, particularly in those European countries hardest hit by the crisis.

Source: OECD Health Data, 2013.

**23** HEALTH WORKERS  
**10,000** PEOPLE



According to the WHO's 2012 World Health Report, 57 countries are facing a health workforce crisis, counting fewer than 23 health workers (doctors, nurses or midwives) per 10,000 people. On average, there are 28 doctors and 87 nurses/midwives per 10,000 people in Europe compared with only 2 and 11 respectively in sub-Saharan Africa, a problem compounded by the fact that this region carries a large part of the global disease burden.

Sources: OECD Health Data, 2013. Shortage of Healthcare Workers in Sub-Saharan Africa: a Nephrological Perspective (John B. Eastwood, Saraladevi Naicker, Jacob Plange-Rhule, Roger C. Tutt), University of the Witwatersrand, Johannesburg, South Africa.

# EMPOWERING PATIENTS

SMALL CHANGES CAN  
MAKE A BIG DIFFERENCE



**Patient power** means allowing people to take an active role in their own care. There is no need for a revolution, though. Small steps often pack the biggest punch.



**P**ATIENT EMPOWERMENT may seem a luxury as health services are challenged by aging populations, rises in chronic illness, and the increasing availability of treatments. Hospitals are also being asked to cut waste and improve efficiency in the face of unstable funding and increased competition. It should not be regarded as a luxury, though, but as an opportunity—and a necessity—for care services to align business objectives with improvements in quality for patients. For years, health-care providers have battled over the best doctors and technologies. Now they must compete for patient satisfaction.

#### POWER LINKED TO SATISFACTION

Addressing the powerlessness, fuelled by anxiety and distress, that patients can feel, particularly in the case of chronic illness, is key to their satisfaction. The uncertainties surrounding treatment, the seemingly interminable waiting times, the boredom, fatigue and isolation from family all contribute to this feeling, which often takes hold as soon as patients arrive and their clothing are replaced by a generic hospital gown and a plastic wristband. Patient empowerment and patient-centered care, of course, are not new concepts. The relationship between doctors and patients has been discussed for decades. Today, though, stakeholders seem open to finding a new way to go, somewhere between doctors doing the decision-making and doctors being simple service providers.

#### RESTORING A SENSE OF CONTROL

Although this may sound like a vast undertaking, small initiatives and minor changes to patients' basic situations could have a major impact in restoring their sense of control. More than anything, a patient's basic needs must be met in moments of vulnerability. Simply put, this means ensuring that patients can choose to eat when they are hungry rather than ▶

---

---

## There is a difference between saying and doing

JOANNA GROVES, CEO OF IAPO  
(INTERNATIONAL ALLIANCE  
OF PATIENTS' ORGANIZATIONS)



**“Patient empowerment is a very real issue that is taking on increasing importance all over the world, and particularly in Europe**

**and North America. But there is a difference between saying and doing. A patient rights charter is only the beginning: I really believe that patients have a role to play in their overall care experience and in the way that healthcare systems are designed and delivered. There is growing evidence that a patient-centered approach leads to greater patient responsibility and optimal self-management. Especially in the case of chronic diseases that require a longer and deeper involvement by patients.”**

---

---

➤ when they are told to, can rest when they are tired (by being allowed to turn off their own lights or close their room doors), or even being allowed some freedom of movement to find their way around the hospital. All these measures will trigger their senses, increase their well-being and give them more independence on a daily basis. Culinary choice is another important element in making people feel 'at home'.

Food, though, is not the only way to offer patients a sense of emotional and cultural familiarity in a potentially disturbing hospital environment. This could also be achieved, for instance, by making it possible to observe religious practices or by accepting a patient's need for discretion. It is just as vital to respect a patient's sense of privacy, which can be enhanced through dedicated quiet areas for family visits, for example, or by providing some degree of intimacy within a shared room.

It is also important for patients to understand how their treatment will unfold within their healthcare facility. This will help them understand where they are going—and why—at different stages of their care.

Patients also need clear information about their treatment, so that they can take part in discussing their options. Some hospitals, for instance, provide computer terminals to help patients and their families research their condition, while some doctors answer queries by email.

An individual's relationship to time also plays a part in their healing. Every patient has his or her own 'physiological pace', whether it involves the time at which they like to wake up, to undergo treatment, to relax or to eat. That means reorganizing routines, when possible, in response to a patient's preferences. These are a few ways that show how the battle against powerlessness consists of small yet highly significant steps, which have been shown to lead to greater patient satisfaction and improved overall Quality of Life.

---

## New technologies can change the deal

**MYRL WEINBERG,**  
CEO OF THE NATIONAL HEALTH COUNCIL,  
THE UNITED STATES' LEADING PATIENT  
ADVOCACY GROUP.



**"The use of new technology has opened up opportunities to both doctors and patients, making them increasingly open to engaging in new ways.**

People are now sending emails and photos to their doctors who thus get more information about their individual circumstances. I believe that this trend will be accentuated in the future, with greater use of more detailed electronic personal-health records and medical records. There are now renowned doctors who are saying they value being partners with their patients. They are finding that, rather than taking up more time, things actually go faster and overall outcomes are improving, because of better communication."





---

## Care & Support Plan, an English project

**JULES ACTON**, DIRECTOR OF MEMBERSHIP AND ENGAGEMENT AT NATIONAL VOICES, A COALITION OF HEALTH AND SOCIAL-CARE CHARITIES IN ENGLAND.



**“To make empowerment a real process,** patients need what we call a ‘Care and Support Plan’. National Voices has drawn up a set of principles for Care

and Support Planning, a new approach to the way people with long-term conditions and disabilities can make decisions in partnership with their carers. The key thing for us is the process of planning, so that patients can talk about the things that are important to them and get the information and support they need. Today, people have become more knowledgeable about their conditions, putting them in a position where they have more control. These principles have won support from such organizations as Mind, Diabetes UK and The British Geriatrics Society, and are intended to be developed with healthcare professionals and patients.”

---



---

# A DAY IN THE LIFE OF SAMITVEJ SRINAKARIN HOSPITAL

---

With its healthcare philosophy based on the **power of genuine human kindness**, caring, and communication, one of Thailand's top medical establishments offers patients, families, and staff a nurturing environment and a home away from home.

**155,000**

children are treated every year at Samitivej Srinakarin Children's Hospital.

**Samitivej Srinakarin's** children pharmacy and waiting room.

**R**UNGNAPA AND ARPAPAT ARE SINGLE MOTHERS whose children suffered from congenital heart disease. They probably would not have survived without the New Life Fund, a CSR rural outreach program launched three years ago by Samitivej Srinakarin Children's Hospital. Supported by the hospital's doctors and staff, who also contribute to the Fund, it offers free open-heart

surgeries to impoverished, special-needs Thai children like Rungnapa's 10-year old Sithichai and Arpatat's 3-year old Chawanrak. With 88 such operations completed this year, the Fund hopes to realize twelve more by year-end.

**SITHICHAJ AND CHAWANRAK** are just two of 425 children who come to Samitivej Srinakarin Children's Hospital every day. Opened in 2003, it is housed within the larger Samitivej Srinakarin hospital, founded in 1997, which caters to adults, families, and the elderly. The facility is equipped with a 24/7 Emergency and Trauma Center and Thailand's largest, most advanced Center for Rehabilitation.

**THE CHILDREN'S HOSPITAL** provides both in- and out-patients with 30 different pediatric clinics and centers, ranging from allergies and infectious diseases to genetics and oncology. In addition to its wide range of medical expertise, the hospital is also known for its Special Unit services. These services provide holistic, alternative care in the form of acupuncture, hydrotherapy, and a Snoezelen Room, which offers controlled multisensory stimulation for special-needs children.

**WHEN PATIENTS AND VISITORS** step into Samitivej Srinakarin's vast, bright lobby, its reputation as one of the top healthcare providers in Bangkok and





**Medical staff**  
in the welcome  
lounge of Samitivej  
Srinakarin Children's  
Hospital.

the country is demonstrated through a vibrant fusion of professionalism and proximity. Reception agents welcome patients with warm smiles and guide them to where they need to go; children scamper about while parents relax in one of the many lounge areas, and anything anyone might want—food, drinks, gifts, medication, toys, books, sun creams, stylish clothing, shoes, and even a cash machine and a hair salon—is within easy reach.

**WHILE LIFE ON THE GROUND FLOOR BUSTLES, UPSTAIRS,** in their 10<sup>th</sup>- floor sunlit rooms, Sithichai and Chawanrak

are quietly on the road to full recovery. They have panoramic views of many of the hospital's lush 20 acres. Also visible are the clinic's giant sculpted mascots, Dr. Care Bear and Nurse Care Bear, whose affable smiles greet visitors as they approach the building from the long driveway. Before even stepping inside, one feels that Samitivej Srinakarin is a comforting, friendly place. "When we arrived, we were immediately greeted and taken to the children's cardiology department. After that, the nurses helped us settle into our room. I never felt lost or alone," Arpatat says as she strokes her daughter's hair.

Rungnapa speaks calmly: "I was never afraid for my son because the doctor communicated with me very clearly before and after the operation. He took time to answer all my questions and made sure we were both okay." >

## 1<sup>ST</sup> HOSPITAL

to receive the Best Employer of the Year Award in Thailand in early 2013.

200,000  
PATIENTS  
TREATED ANNUALLY



**“I grew up with  
my grandparents  
and love interacting  
with older people, so  
this job is a perfect fit.”**

**Soipech S., long-term care  
activity instructor**

MORE THAN  
53,000  
OF ALL PATIENTS  
ARE INTERNATIONAL



**“AT SAMITVEJ SRINAKARIN,**

we practice what we call an end-to-end approach and we treat the whole person—physical, emotional, social—from newborns to the elderly. We provide top-quality medical and alternative services in a healing environment designed to reduce anxiety and nurture a greater sense of well-being. **I tell our doctors that if we can reduce a patient’s anxiety by 50%, then we have been successful because less anxiety means less pain, less medication, improved state of mind and faster healing.** We also strive to build close relationships through genuine communication, because for us, the big picture around healthcare is that you have to be able to talk about it. We must take time to listen and respond to our patients’ fears and make them feel less alone and less a hostage to their pathology. This is what it means to truly care.”

Dr. Somsiri Sakolsatayadorn, Managing Director and Chief Executive Officer

400  
BED CAPACITY





**Therapy session in the Snoezelen Room.** A child learns to manipulate light to stimulate reactions and improve concentration.

**“WORK IN THE SNOEZELLEN ROOM HELPS TO IMPROVE THE LIVES OF THE CHILDREN IN THE QUALITY OF THEIR GENERAL RESPONSES, PHYSICAL MOVEMENTS, AND EYE CONTACT.”**

➤ **NEONATAL CARE** is one of the Samitivej Srinakarin Hospital’s key areas of expertise. A full team of pediatric doctors, surgeons, nurses, and support staff ensures the smooth running of this department. Dr. Hathaitip C. is a Pediatric Neonatal M.D. who helps to care for the approximately 80 babies born each month and placed in the nursery or the Neonatal Intensive Care Unit (NICU). These infants require constant monitoring because their organs are not fully developed, which can cause extensive complications, or because they suffer from congenital defects, hereditary disorders, infections, or other concerns. *“From the moment they are born and for quite a long time after that, I ensure the health of these babies and also make sure their families are doing well, because all family members have high expectations. With NICU babies, a family’s expectations and anxieties are even higher.”*

**THE SNOEZELLEN ROOM** looks a bit like a cosmic play station, and uses sound, lights, colors, and shapes in various forms, movements, and intensities to stimulate or calm children with cognitive, sensory, or physical disabilities. The hour-long, one-on-one sessions are tailored to meet the specific needs of each child. Chunwipa R., an Occupational Therapist, has been at Samitivej Srinakarin for 9 years. *“Work in the Snoezelen Room helps to improve the lives of these children in measurable ways—in the quality of their general responses, physical movements, and eye contact. For the child slow to respond, we stimulate with particular kinds of light; for the hyperactive child, we change the color of the lighting and implement sound so they can concentrate on what they are doing. We also provide families and*

*parents with exercises to do with their children at home so that progress is continuous.”*

**PROVIDING LONG-TERM CARE** to patients over 60 is also an essential component of the hospital’s end-to-end approach. Because many of the patients are Buddhists, days usually begin with a visit to the prayer room, followed by a very different activity—Karaoke! Soipech S., a long-term care activity instructor, says that her goal is to keep patients happy and engaged, and to help them make





**One of three separate** hydrotherapy pools, this basin is reserved for special-needs children.

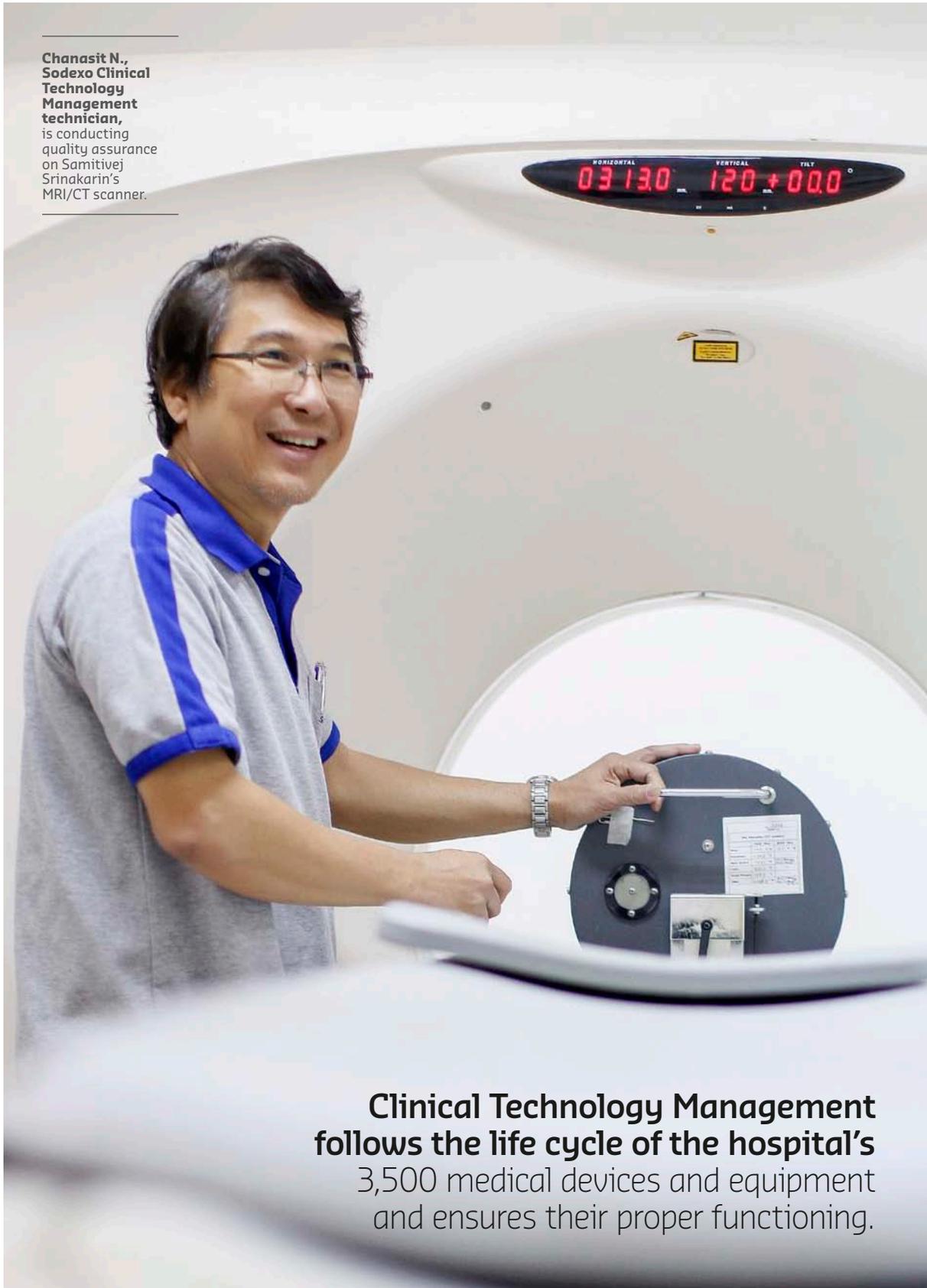
small improvements in body movement and eye-to-hand coordination. *“With simple activities like playing cards or bingo, or me reading to them, they gain confidence, learn to enjoy themselves and become more sociable. All of this helps to enhance their health. I grew up with my grandparents and love being with older people because most of them thrive on the interaction and they are open to learning and trying new things.”* ▶



## “HYDROTHERAPY RESPONDS TO THE PHYSICAL AND EMOTIONAL

needs of the patient. Because it uses water resistance to relieve pain and build strength, it is very relaxing and the patient is less anxious and can develop and heal faster.”  
**Varothorn C., Hydrotherapy Physical Therapist**

**Chanasit N.,  
Sodexo Clinical  
Technology  
Management  
technician,**  
is conducting  
quality assurance  
on Samitivej  
Srinakarin's  
MRI/CT scanner.



**Clinical Technology Management  
follows the life cycle of the hospital's  
3,500 medical devices and equipment  
and ensures their proper functioning.**



**FIVE YEARS AGO, PED WINGS**, an air transport and repatriation service for neonatal-pediatric critical-care patients was introduced. The medical flight crew includes a neonatologist, a pediatrician, a cardiologist, nurses, and an emergency doctor. So far they have completed 100 repatriations in South East Asia, China, the Middle East and Europe. Wallop J., Aero Medical Transport Manager, says, *“The impact of this program is powerful and long-term because we give a new lease on life to patients and their families. And we depend on Sodexo’s teams to make sure that when we bring children in, every life-sustaining and other machine functions as it is supposed to.”*

► To help deliver the highest quality and meet the strictest standards, Samitivej Srinakarin partners with Sodexo, which ensures several critical, value-added services that enhance quality of life within the hospital. Food services is one of them.

**MEALTIME IS A VERY IMPORTANT PART** of life at Samitivej Srinakarin. Every day Sodexo prepares 300-350 in-patient meals, including tube-feeding for patients who cannot swallow or digest solids. *“Our ability to provide nutritious meals for these patients makes them feel safe with the knowledge that they are receiving the best care possible,”* says Ken K., Sodexo Operations Manager. Sodexo also runs the hospital’s coffee shop, restaurant, and staff canteen. *“Doctors provide strict dietary instructions for each patient. Sodexo works in partnership with our staff to ensure that each meal enhances patient health and facilitates healing,”* explains Piyakarn S., Pharmacist.

**SODEXO ALSO OVERSEES THE DAILY FUNCTIONING** of the hospital and its grounds. Facilities management is carried out by a 35-person team of engineers and technicians who work in shifts around the clock and conduct preventive and corrective maintenance. Every day they verify the water and medical gas supplies, electrical wiring, and plumbing.

Sodexo receives 40 phone requests per day for corrective maintenance. Sutus R., Sodexo Assistant Chief Engineer, says, *“Making sure that the hospital’s 4,000 assets are in good working condition is essential for patient safety and for the seamless flow of all aspects of the hospital.”*

**SODEXO’S 7-PERSON CLINICAL TECHNOLOGY MANAGEMENT TEAM** complies with an annual master plan for maintaining the hospital’s wide range of medical equipment. The plan is based

on evaluating each machine according to the patient risk and maintenance risk of that machine. Clinical Technology Management (CTM) also monitors for incidences and verifies accuracy and output. *“CTM has an important place in the organization and the stakes are very high,”* explains Jean-Marc V. H., Sodexo CTM Operations Manager. *“We are the interface between doctors, nurses, and vendors, and are responsible for ensuring proper staff training. The equipment and machines must be safe for staff and patients to use at all times.”*

---

**Daily monitoring** in the hospital’s basement “engine room” by Supat O.-K., a Sodexo engineer.

---





---

**“WE CARE, WE GIVE, WE GROW” IS OUR EMPLOYEE VALUE PROPOSITION.**

All of our employee programs and activities encourage professional and personal well-being. Our Leadership Program broadens staff expertise within the hospital; our Talent Building program sends nurses and doctors abroad to gain more international perspective and experience; and our CSR program sends us into the community to educate and support populations in need. The hospital hosts a lively, much appreciated street market every other week. Wednesday is for story-telling. People come and share their stories about how they have cared for others, which helps to transfer innovative ideas and best practices. As for the future, we will optimize our space to increase bed and care capacity, and reinforce our expertise in childcare with a greater international focus.”

**Surangkana Techapaitoon, M.D., Deputy Hospital Director, Samitivej Srinakarin Hospital**

---

---

Once a year in accordance with Thai tradition, the Srinakarin Hospital community—doctors, nurses, administrators, and staff—gathers outside in the gardens for the anniversary of the hospital’s Spirit House.

---

**“ASIDE FROM THE MEDICAL DIMENSION, HEALING CAN ONLY COME IF ALL PEOPLE WORKING WITH A PATIENT ARE ABLE TO BRING THEIR OWN SENSE OF HAPPINESS AND WELL-BEING TO THAT PATIENT.”**





ACCORDING TO THE WORLD HEALTH ORGANIZATION, NOSOCOMIAL INFECTIONS KILL MORE PEOPLE THAN CAR ACCIDENTS, BREAST CANCER, AND AIDS COMBINED. **WITH OVER 99,000 DEATHS PER YEAR**, THESE HOSPITAL-ACQUIRED INFECTIONS (HAIs) ARE THE FOURTH LEADING CAUSE OF DEATH IN THE US ALONE. IN EUROPE, THEY ARE RESPONSIBLE FOR THE DEATH OF 37,000 PATIENTS EVERY YEAR. YET **BETWEEN 20 AND 30% OF HAIs CAN BE PREVENTED** IF ADEQUATE CLEANING PROTOCOLS ARE USED AND INTEGRATED INTO HOSPITALS' STRATEGIES.

# FIGHTING HOSPITAL- ACQUIRED INFECTIONS

High-risk cleaning

# ERADICATING INVISIBLE KILLERS IN HIGH-RISK AREAS

Hospital-acquired infections (HAIs) have spread dramatically, with some drug-resistant organisms, or ‘superbugs’, remaining a threat in the patient environment for months. A patient admitted into a room where the prior occupant suffered from an HAI has a 40% chance of contracting an infection from the same bacteria if the room was cleaned using standard methods.

These findings led Sodexo to develop a new and improved response to high-risk cleaning, based on pulsed xenon UV (ultraviolet) disinfection technology from Xenex. “Thanks to this innovative technology, we are bringing cleaning to an entirely new level,” says John LaRoche, from Sodexo healthcare division in North America. “We looked at the entire problem—the organisms, the methods, the process, and the people—and we evaluated each aspect of the technology: how comfortable it is for

the patient, its ease of use and safety, the time required to perform the whole cleaning procedure and the ability to track easily where and when the rooms are being disinfected.”

### SAFE, FAST AND EASY: NO TRAINING NECESSARY

After thoroughly evaluating various methods, including hydrogen peroxide vapor and mercury UV bulbs, the Xenex pulsed-xenon UV disinfection technology—chosen by Sodexo—was found to be the most efficient, effective, and fastest cleaning system. In addition, it proved to be the safest technology, as it uses no mercury or hydrogen peroxide, which can be toxic if ingested, inhaled, or released into the environment. Easy to use, portable and reliable, the system can quickly disinfect high-risk areas such as patient rooms, operating rooms and emergency units, eradicating the harmful organisms responsible for HAIs, like MRSA (Methicillin-resistant *Staphylococcus aureus*), *C. diff* (*Clostridium difficile*), VRE (Vancomycin-resistant *Enterococcus*), SSI’s (surgical site infections) and norovirus.



## XENON UV PULSE

**Deactivation** vs standard cleaning

**15 minutes per room**

vs up to 3 hours for mercury and hydrogen peroxide systems

**30 times more efficient than traditional cleaning**

**Less than 5 minutes to kill *C. diff* (*Clostridium difficile*)**



**THIS NEW ROOM DISINFECTION TECHNOLOGY IS ALIGNED WITH OUR MISSION TO IMPROVE QUALITY OF LIFE WHEREVER WE OPERATE.**

Hospital patients can go home earlier and rest confidently knowing that their hospital is doing more to keep them safe. And we are already developing the next generation of cleaning tools to bring even more comfort, safety, and reliability to the hospital.”

**JOHN LAROCHELLE,**  
SODEXO HEALTHCARE DIVISION  
IN NORTH AMERICA.

### HOW IT WORKS

Pulsed xenon room-disinfection devices produce broad spectrum, high-intensity germicidal UV-C light that quickly and efficiently eliminates dangerous microorganisms.

This germicidal light is capable of penetrating the cell walls of bacteria, viruses, and bacterial spores and damaging important structures like DNA, RNA, and proteins. As a result, the microorganisms can no longer replicate and are no longer infectious—a process called “deactivation”.

### IN ACTION

It only takes two 5-minute disinfection cycles in a patient’s room and just one cycle in the bathroom to eradicate dangerous organisms. The total disinfection time per room is 15 minutes as opposed to up to 3 hours when using other disinfection technologies.

In addition, the short cycle time means that the disinfection protocol can be performed while the patient is out of the room for tests or treatments, which makes it easier to manage room occupation.

The system offers a simple touchscreen interface that tracks all disinfection activity. The easy mobility and intuitive design mean that no advanced training is necessary for use.

Sterilization

# AN INDUSTRIALIZED RESPONSE TO A GLOBAL HEALTH ISSUE

Sterilization is one of the key responses to the spreading of Hospital-acquired infections. Due to evolving regulation and the pressing need for hospitals to increase their performance, this core activity is being industrialized. To succeed, optimizing the overall process is a must.

Healthcare facilities are being gradually led to rethink their approach to sterilization to comply with local regulation, ensure traceability, manage quality and curb costs. *“To enhance quality and increase productivity, we help them industrialize the process,”* says Linda Goute, project manager at the healthcare division of Sodexo France.

In this perspective, teams need to focus on 3 main goals:

- **Minimizing health risks** by using the right equipment, securing the processes and providing hospital staff with adequate training.
- **Optimizing the organization** of the sterilization unit and streamlining its processes, based on objective qualitative and quantitative measurements.

- **Enhancing** hospitals' economic performance by keeping sterilized volumes and costs under tight control.

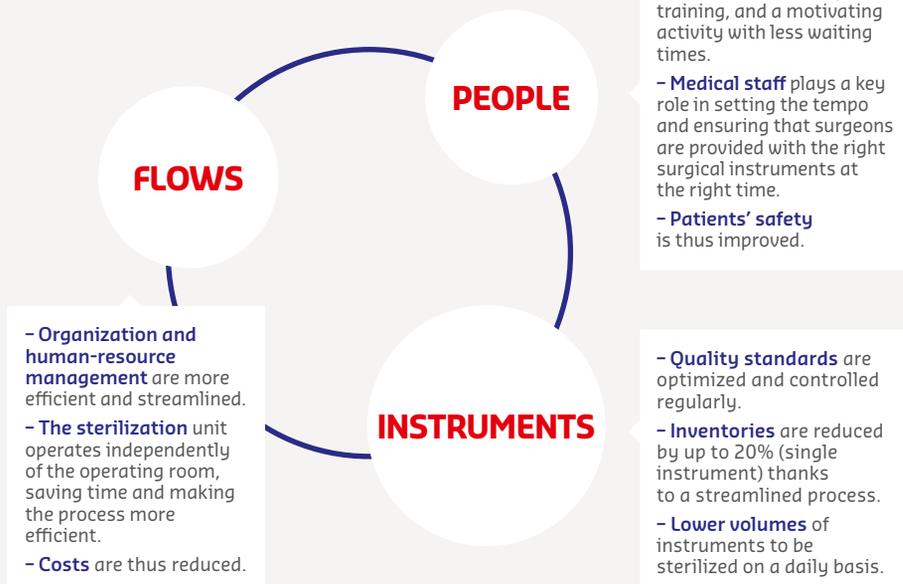
### A QUALITY-DRIVEN APPROACH

Starting with a complete diagnosis of the sterilization department and how it interacts with other services, and in particular the operating room, Sodexo and the hospital team can streamline the transformation.

*“Once we understand the process, the methods, and who does what, we can develop synergies with the operating room, thus enhancing organization. Our quality-driven approach is an adapted response to the evolving needs of hospitals and helps improve the quality of life of their staff and patients,”* adds Linda.



## 3 KEY LEVERS TO OPTIMIZE THE STERILIZATION PROCESS



### THE FOUR PILLARS OF SODEXO'S OFFER

#### Diagnosis

As a first step, a thorough analysis of staff, surgical instruments, and flows is conducted. The diagnosis helps us make a tailor-made proposal.

#### The IT system

Providing data at every stage of the process, the IT system also allows full traceability of the surgical instruments, the maintenance process, the patients' data, and the equipment.

#### Managing quality

Implementing a quality management system at a hospital requires specific procedures and can be done under the supervision of a dedicated employee. A follow-up indicator is allocated at every step of the process.

#### Training

Regular and ongoing training sessions (safety and hygiene) are key to a successful process.

# SODEXO NEWS

AROUND THE WORLD

**A review of Sodexo's recent actions,** initiatives, and collaborations to improve Quality of Life around the world.



The OECD  
Headquarters in  
Paris, France.

# TEAMING UP WITH THE OECD

SODEXO HAS JOINED FORCES WITH THE OECD TO FOSTER A BETTER UNDERSTANDING OF QUALITY OF LIFE

**IMPROVING PEOPLE'S QUALITY OF LIFE IS NOT ONLY THE PRIMARY VOCATION OF SODEXO**, it is also a concern shared by the Organisation for Economic Co-operation and Development. They have now come together in a 3-year partnership that will see Sodexo provide expertise and take part in a range of OECD activities, from its annual forum and conferences to its many publications. In recent years, the OECD has been promoting policies to boost economic and social development worldwide, as measured by its Better Life Index, the sole international indicator for Quality of Life. The partnership is therefore based on a shared conviction that improving people's Quality of Life is essential to future growth for organizations, businesses, and society at large.

**UNDER THE TERMS OF THE AGREEMENT**, the first of its kind for both Sodexo and the OECD, the two organizations will exchange information related to Quality of Life with civil-society actors (private sector, NGOs, academics, etc.) and the public sector. Through its work

with governments, business, and labor, the OECD has acquired a macroeconomic vision on Quality of Life. Sodexo, thanks to its 428,000-strong workforce and the 75 million people it serves daily, has a highly granular, microeconomic perception of the issue.



Create your own Better Life Index on: [www.oecdbetterlifeindex.org](http://www.oecdbetterlifeindex.org)

---

**"THIS PARTNERSHIP IS FOUNDED ON OUR SHARED INTEREST IN WELL-BEING AND QUALITY OF LIFE. SODEXO'S SUPPORT IS MOST VALUABLE IN THIS ENDEAVOUR."**

Angel Gurria, OECD Secretary General

---



---

**Michel Landel**, Sodexo's Chief Executive Officer (left), and **Angel Gurria**, OECD Secretary General (right), signed in May 2013 a key partnership.

---

United States

# ENHANCING SENIORS' WELL-BEING



**ENTREPRENEUR MAGAZINE\*** HAS RANKED SODEXO'S **COMFORT KEEPERS®**, a company specialized in home-care services for seniors and families, America's number-one franchise opportunity in the senior-care category and number 59 overall in its Franchise 500® for 2013. The rankings are based on criteria such as financial strength and stability, growth rate, and size of the structure.

\* US publication that carries news stories about management and business opportunities.

United States

## TAKING CARE OF RESIDENTS ON HCR MANORCARE SITES

HCR ManorCare residents will benefit from higher-quality dining and happier care staff after the United States' largest provider of assisted-living services entrusted Sodexo to supply its network. Under a 5-year partnership, Sodexo's US Senior Living team

will extend its foodservices from 53 to all 302 HCR ManorCare sites.

# 302

The number of HCR ManorCare sites where Sodexo will provide foodservices.

## Promoting Comfort and Well-Being for the Disabled in Stockholm

Sodexo has won a new contract to provide and service technical aids for disabled people in their homes in the Stockholm area. Ranging from wheelchairs and crutches to special shoes and oxygen concentrators, the technical aids will be supplied from a new equipment center.

## MAKING THE DAY BETTER FOR PERSONNEL IN CHINA

Sodexo has signed two new foodservice contracts in China to provide breakfast, lunch, and dinner for 1,000 workers at a **Beijing Automotive Group plant** and for

300 employees at the **COMAC (Commercial Aircraft Corporation of China)** airline's test center. Executive dining will also be provided at both sites.



# HAPPY 100<sup>TH</sup> TOUR DE FRANCE!

As the Tour de France celebrated its 100<sup>th</sup> edition last summer, Sodexo marked its 22<sup>nd</sup> consecutive year as the official foodservice provider to the world's greatest cycle race. Managing the logistics involved in delivering Quality of Life Services on the move during Tour de France is some challenge. But as Sodexo teams prove annually, the Tour is both a chance to show their organizational expertise in challenging

circumstances and a thrilling teamwork experience.

For three weeks, Sodexo provides daily hospitality services to race organizers, support staff, motorcyclists, drivers, and VIP guests. A team of 45 is divided into four separate groups—Starting Village, Mid-Stage, Finish Line and Logistics—all united by a real spirit of cooperation.



**SODEXO PROVIDES  
QUALITY OF LIFE SERVICES  
TO PRESTIGIOUS EVENTS,  
SUCH AS THE LONDON 2012  
OLYMPIC AND PARALYMPIC  
GAMES AND THE RUGBY  
WORLD CUP.**

# BRINGING THE COMFORTS OF HOME TO THE NORTH SEA

An offshore oil rig is visible in the distance on the horizon of the North Sea. The rig is a complex structure of yellow and red metal, with a tall chimney stack emitting a plume of white smoke. The sea is a deep blue, and the sky is a pale, clear blue.

Sodexo teams have been playing their part in bringing home comforts to North Sea oil-rig workers on Talisman Energy's offshore platforms for the past 30 years. Sodexo's success in delivering Quality of Life Services over the past eight years to nine Talisman sites—including seven offshore installations—made a new contract possible. Sodexo's Remote Sites teams will deliver food

and accommodation services, along with the refurbishment of recreation, mess, galley, and helideck facilities, to 12 sites in the North Sea. Sodexo will also provide building management, space planning, reception services, planned maintenance, foodservices as well as security and hygiene services to the Flotta terminal in the Orkney Isles and Talisman's offices in Aberdeen.



## 94.3%

THE SATISFACTION RATE WITH SODEXO'S QUALITY OF LIFE SERVICES, ACCORDING TO A KPI-BASED SURVEY ACROSS ALL TALISMAN'S UK SITES.

# IMPROVING QUALITY OF LIFE AT THE IMF

## SODEXO DELIVERS A RANGE OF SERVICES TO THE INTERNATIONAL MONETARY FUND

**THE WASHINGTON HEADQUARTERS OF THE INTERNATIONAL MONETARY FUND**, which hosts a 4,000-member community of country delegations, visitors, and staff, is to benefit from a broad array of services to improve workplace Quality of Life. Sodexo implemented multitechnical services for the IMF's two headquarters, including technical systems, building appearance care, tenant services, move management, construction, energy management, and call-center services. Teams already provide foodservices across all IMF sites, including cafés, private executive dining rooms, and catering for events and meetings.

---

---

## CONNECTING 19,000 FRENCH SOLDIERS WITH THEIR LOVED ONES

**A consortium formed by La Poste, France's postal service**, and Sodexo has won a contract to deliver and collect mail for 19,000 French soldiers abroad. The contract draws on complementary expertise: La Poste's mail- and package-handling capabilities and Sodexo's experience of operating

in extreme environments, including support for military bases, temporary detachments, and peacekeeping missions.



## Enriching the Taste of Student Life in Bogotá

Students at Colombia's Universidad de los Andes are enjoying two new dining outlets created by Sodexo as part of a breakthrough partnership with the Bogotá-based university. Some 16,000 students can sample the culture and cuisine of Colombia's regions or take a culinary tour of the world at the campus cafeteria. Alternatively, they can take in the stunning views at Sodexo's healthy-eating outlet.



# CELEBRATING DIWALI IN INDIA

**DANISH SHIPPING, OIL, AND RETAIL GIANT MAERSK DELIVERED SODEXO GIFT PASSES TO 8,000 OF ITS EMPLOYEES** in India to mark the Diwali festival, one of the most important celebrations in the Hindu calendar. Maersk was able to provide the rewards to its employees at their workplace in time for the Diwali celebrations at the company's Mumbai headquarters and its Pune and Chennai regional offices.

---

---

## SETTING THE STANDARD IN SUSTAINABILITY

SODEXO HAS BEEN RECOGNIZED AS **BEST-IN-CLASS** FOR SOCIAL, ENVIRONMENTAL, AND ECONOMIC RESPONSIBILITY BY THE **DOW JONES SUSTAINABILITY INDEXES FOR THE 9<sup>TH</sup> YEAR IN A ROW.** AMONG SODEXO'S ACHIEVEMENTS IN 2013 WAS ITS CLASSIFICATION AS A GOLD CLASS SECTOR LEADER BY ROBECOSAM AT THE WORLD ECONOMIC FORUM IN DAVOS, SWITZERLAND.

---

---

France

### Enhancing the Experience of Music Lovers

Musicians and music lovers visiting Paris's future center of live music, the Cité Musicale de l'Île Seguin, will enjoy the best possible concert experience thanks to Sodexo. When the center opens in 2016, teams will provide a full range of Quality of Life Services, from behind-the-scenes maintenance to operating the cloakrooms for visitors to the iconic new site, located on an island on the southwest outskirts of Paris.

# PUTTING A STOP TO HUNGER

SODEXO'S ENTIRE ECOSYSTEM IS WORKING TO FIGHT AGAINST HUNGER AND MALNUTRITION AROUND THE WORLD

Sodexo serves millions of people everyday in 80 countries around the globe. Yet in the communities we serve, more than one billion people suffer from hunger. STOP Hunger is Sodexo's long-standing global program in response to this issue. As a global company with a strong local presence, Sodexo understands that the causes and the solutions vary by country and region. That is why we seek to make a lasting contribution by mobilizing all of Sodexo's teams and expertise and by working with our host communities and local partners. Sodexo's approach

is based on two key elements. First, a local engagement of our employees through volunteering (e.g. preparing and serving meals), sharing expertise, accounting or financial donations. And then a solution-oriented approach that involves Sodexo's entire ecosystem, including employees, clients, suppliers, consumers, associations and social entrepreneurs. **In April 2013, Sodexo's teams in 25 countries participated in the annual Servathon campaign, during which more than 30,000 employees served more than 450,000 meals.**



**IN FY 2013,  
42 SODEXO HOST  
COUNTRIES  
WERE INVOLVED IN  
HUNGER RELIEF EFFORTS,  
CONDUCTING 618 MAJOR  
STOP HUNGER PROGRAMS.**

**We improve  
Quality of Life  
in hospitals  
around the world**



For over 40 years, Sodexo has helped healthcare facilities improve their performance while providing the best possible care experience to patients and their families.

Sodexo offers a unique combination of Quality of Life Services to 4,300 hospitals around the world. Services include nutrition, reception, retail management, logistics, sterilization, biomedical cleaning, biomedical engineering, energy management, facilities management, concierge services and employee benefit programs.

**On-site Services - Benefits & Rewards Services - Personal & Home Services**

Find out how our Quality of Life Services can enhance your hospital, contact [www.sodexo.com](http://www.sodexo.com)



**QUALITY OF LIFE SERVICES**

## SAMITIVEJ SRINAKARIN HOSPITAL

The *Quality of Life Experiences* magazine explores the daily life of patients and staff in this Bangkok hospital, where Quality of Life is a top priority.

Check out pictures and testimonials in the *Life Size* section.

## PATIENT EMPOWERMENT

When patients enter the hospital, the powerlessness they are likely to feel is almost immediate. How can patients' sense of control be restored on a daily basis?

See the *Issues and Topics* section.

## WHO IS TAMA DUFFY DAY?

Passionate about the correlation between design and health, she reveals in a feature interview, the power of design and its impact on the well-being of patients and caregivers.

Read about it in the *Meet the Experts* section.

## HOSPITAL- ACQUIRED INFECTIONS

With over 99,000 deaths per year, HAIs are the fourth leading cause of death in the US alone. Yet between 20 and 30% of HAIs can be prevented if adequate cleaning protocols are used and integrated into hospitals' strategies.

Learn more about Sodexo's solutions in the *User Guide* section.



THE *QUALITY OF LIFE EXPERIENCES*  
MAGAZINE IS AVAILABLE ON LINE

IN ENGLISH, FRENCH, AND SPANISH ON [SODEXO.COM/HEALTHCARE](http://SODEXO.COM/HEALTHCARE)