

Quality of **LIFE** Experiences



**HOW TECHNOLOGY
IS TRANSFORMING
THE CARE EXPERIENCE**
by Matthew Holt, healthcare
technology specialist

**IMPROVING
THE WELL-BEING
OF SENIORS**
through caregivers
behavioral training

**A HOLISTIC APPROACH
TO PATIENT CARE**
FRENCH HEALTHCARE GROUP
LE CONFLUENT

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sodexo
QUALITY OF LIFE SERVICES

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Matthew Holt

As co-founder of Health 2.0, Matthew keeps up to date with the newest developments in healthcare technology. In the *Meet the Experts* section, the IT specialist and blogger shares his thoughts on the future of the business.

Ronan Dubois

Managing Director of Le Confluent Healthcare Group, Ronan Dubois explains how Le Confluent provides patients with the best Quality of Life in the *Life Size* section.



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Respectively Consultant Clinical Psychologist, Joint Head of the Pediatric Psychology and Play Services, Great Ormond Street Hospital for Children in London, **Sodexo Senior Operations Manager** at Pinnacle Health System in Pennsylvania, and **Operational Service Manager** at Brighton and Sussex University Hospitals, they shed

some light on the importance of patients' individual routines and preferences in the *Quality of Life Issues and Topics* section.



Victoria Nagel Hauzy and Sébastien Le Clézio

U.S. journalist Victoria and **French photographer** Sébastien joined forces to explore Le Confluent and produce this issue's *Life Size* report.



Martine Culis

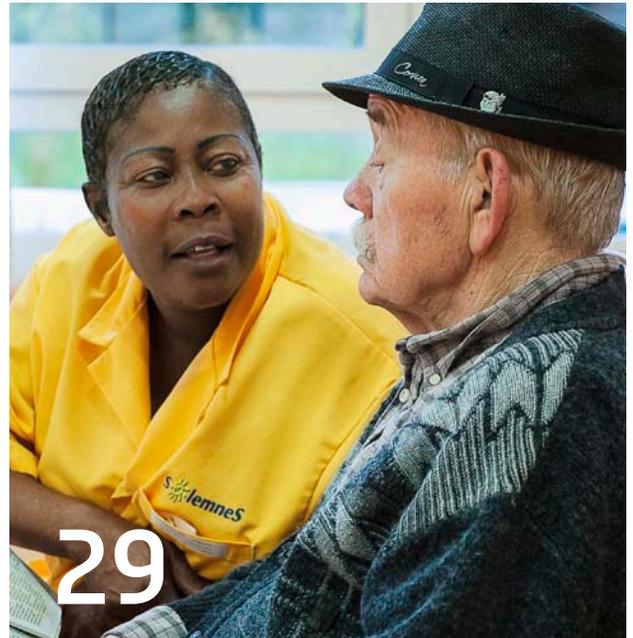
Head of Sodexo France's Nutrition Unit, Martine discusses the key role that mealtime plays in maintaining the health of Alzheimer's patients in the *User Guide* section.

Miren Olcoz

Head of Communication and Public Relations at Sodexo Spain, Miren shows us, in the *User Guide* section, how technology and streamlined communication can improve the patient experience.



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“THE LINE BETWEEN SPEAKING WITH AN ACTUAL HEALTHCARE PROFESSIONAL AND AN AVATAR WILL INCREASINGLY BLUR.”



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LE CONFLUENT
HEALTHCARE GROUP



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Matthew
Holt

REVOLUTIONIZING HEALTHCARE THROUGH TECHNOLOGY

American healthcare technology specialist Matthew Holt explains **how new technology is improving the overall care experience** for individuals and communities worldwide.

BIO

Matthew Holt is the co-founder of Health 2.0. Created in 2007, **Health 2.0 showcases and promotes new healthcare technology** through events, services and international conferences, in the U.S., the UK, Germany, France, India, the Middle East and Brazil.

Health 2.0 has introduced more than **500 technology companies** to the world stage and inspired the creation of 70 new chapters in cities around the world.

With 20 years of expertise in healthcare and IT, Matthew Holt also started **The HealthCare Blog**, providing news to healthcare professionals and consumers.



Matthew Holt keeps his ear to the ground when it comes to finding new ways to improve the patient experience. While the technology trends in this field thrive on the genius of the Internet, patients increasingly thrive on more access to medical information and knowledge.

“ONLINE ACCESS TO INFORMATION AND DATA IMPROVES THE PATIENT’S QUALITY OF LIFE ON A PRACTICAL AND AN EMOTIONAL LEVEL.”

AS THE WORLD’S HEALTHCARE SYSTEMS UNDERGO IMPORTANT TRANSITIONS, THE DEVELOPMENT OF HEALTHCARE TECHNOLOGY BRIDGES CULTURAL AND ECONOMIC DIVIDES. WHAT IS YOUR PERSPECTIVE ON THESE DEVELOPMENTS?

Matthew Holt: The primary technological focus continues to be the development of cloud-based, software-services in response to the growing amount of

medical data stored in the cloud. Medical professionals and patients can now access and share data with anyone on any handheld device at any time.

If we look at specific countries, we find various degrees of technological advancements: telehealth receives a lot of support in Brazil; hospitals in the UK have access to funds for technology that promotes patient safety and better communication. Wearable devices that monitor everything from ambulatory blood pressure to heart rate, sleep apnea and sun exposure are all the rage in the U.S. and Europe.

One constant is that patients everywhere are increasingly motivated to take greater control of their own health. For this, all one needs today is an Internet connection! **The once challenging problem of accessing information has virtually disappeared. Communication has become synonymous with care.** Thanks to the multi-functional nature of cell phones, city-based doctors can now share information

with rural health workers, further demonstrating how simple, readily available devices and tools can bring about truly positive changes.

WHAT ARE SOME OF THESE POSITIVE CHANGES?

M.H.: Access to information often means more knowledge, more choices and greater peace of mind. Thanks to the Web, people can easily access relevant medical information in a user-friendly way that helps them better understand their conditions. With the Internet, there has been an explosion in the number of people connecting and comparing data with others who have similar ailments. In fact, some of the most active e-patients know almost as much as some doctors! Access to this kind of knowledge improves the patient’s Quality of Life on a practical and an emotional level. Healthcare technology has also made it possible for patients to meet with doctors online, thereby reducing time spent driving to appointments and sitting idly in waiting rooms.

Professional caregivers are using electronic medical records to track activities, support decisions and communicate better with patients and each other. Caregivers who care for elderly parents or disabled children can now benefit from centralized online tools like shared calendars and action plans. *Care.com* for instance helps individuals locate nurses or obtain health-related assistance in their neighborhood. All of these technologies are designed to provide patients and caregivers with greater comfort, ease and a sense of community. As a result they are able to spend more quality time together.





▶ **DO YOU THINK ROBOTICS AND ARTIFICIAL INTELLIGENCE HAVE A LONG-TERM FUTURE IN THE MEDICAL PROFESSION?**

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M.H.: A growing number of patients are able to communicate with avatars and well, what I find particularly interesting is the use of avatars in patient scanning and monitoring. *Ellie*, a computer invented by a Frenchman in California, speaks and responds intelligently to patients, and can also understand what they are doing. Through natural language programming, *Ellie* picks up valuable information, particularly indicators of anxiety or depression, based on the patient's tone of voice, word choice and body language. Medical experts have found that they can make a diagnosis based on this type of avatar interaction. And because *Ellie* can ask the same questions in the same way every time, it has become possible to build a database on what is considered "normal" vs. "anxious" behavior. The next step is to use this information as a screening tool to detect illnesses and prescribe treatment before conditions get out of hand.

CAN NEW TECHNOLOGY ACTUALLY HELP MEDICAL PROFESSIONALS BEHAVE MORE COMPASSIONATELY?

—

M.H.: There are studies and testimonials confirming the build up of frustration when patients feel they are being shut out of their own care. This sense of isolation slows the healing process. If we get it right, technology can provide an ongoing proximity with patients accompanying them throughout the healing process. This essentially means that **new health technology will feature empathetic interfaces, that increasingly incorporate emotion into the design and the communication principles—changing the focus from functionality to human contact.** I think the use of automated technology, or computer-generated avatars that look and act like a doctor, will ramp up as a result.

“MORE AND MORE PATIENTS ARE ABLE TO COMMUNICATE WITH AVATARS. THE LINE BETWEEN SPEAKING WITH AN ACTUAL HEALTHCARE PROFESSIONAL AND A MACHINE WILL INCREASINGLY BLUR.”



Watch the video interview on the Quality of Life Observer. www.qualityoflifeobserver.com/content/revolutionizing-healthcare-through-technology

COULD THESE TECHNOLOGIES, EVEN EMPATHETIC ONES, BE PERCEIVED AS DEPERSONALIZING HEALTHCARE?

M.H.: There are certain situations—for example discussing personal details—where people feel more comfortable speaking to a machine rather than to a human being. That said, automated voice-messaging needs to be as humanlike as possible. Patients are increasingly intolerant of automated systems that do not recognize what they are saying. Eventually, the line between speaking with an actual healthcare professional and a machine will blur—just as it has within other industries, such as banking, consumer goods, and telecommunications.

HOW ARE PATIENTS BECOMING MORE RESPONSIBLE FOR THEIR OWN HEALTH?

M.H.: Tools like Symcat and companies like DoubleCheckMd make it possible for patients to access a large, accurate body of knowledge, leading to a perception of increased control over their situation. Greater, more transparent knowledge in this sense helps transform the passive health observer into the active health participant.

Providers often want to learn how to empower patients to have a more hands-on approach to their own care.

A non-profit organization called the Society for Participatory Medicine was created to do just this. Through continuous collaboration, communication and cooperation, it helps providers encourage and value their patients as full partners. This in turn enables patients to further shift from being passengers to being responsible drivers of their own health.

WHAT ARE THE CHALLENGES FACING DEVELOPERS, CAREGIVERS AND PATIENTS MOVING FORWARD?

M.H.: Some healthcare payment systems haven't really evolved since their creation—in some countries this means since the 19th century. Patient reimbursements for e-visits, for example, are still incredibly complicated. The biggest medical institutions are the same as they were five decades ago. The highly specialized medical professions are warring with each other, but also trying to defend themselves against the outside world. Developers that try to introduce new health-related technology must do so within these existing antiquated systems. Patients and caregivers are very receptive, even eager for them because they have witnessed how these technologies improve the quality of their lives. But they have to exercise patience because a lot of new technology cannot take off until the current systems evolve.

Contact Matthew Holt at matthew@health2con.com or visit the website www.health2con.com and the blog thehealthcareblog.com

HOW PATIENT QUALITY OF LIFE IS MEASURED AROUND THE WORLD

As societies age and a growing number of elderly find themselves in need of care, governments are prioritizing the quality of Long-Term Care (LTC) services and taking into account the issues that concern Quality of Life and user experiences. However, Quality of Life can be difficult to define as it is based on intangible factors such as autonomy, comfort, well-being or even social relationships.

Several OECD countries have begun to incorporate aspects of Quality of Life into a national reporting system, designed to help policy makers and healthcare providers measure and improve the quality of long-term care services. In 2013, the OECD and the European Commission collected and analyzed country-specific approaches and indicators.



England > evaluates the quality of its long-term care services from the patient's perspective, by focusing on factors such as cleanliness and comfort, nutrition, safety, overall happiness, control over daily life, social interaction, accommodation and dignity.

Germany > highlights the importance of active communication between patients and doctors, the friendliness and politeness of care staff, and a patient's freedom to choose their own clothing.



Korea > focuses on the availability of information, respect of the patient's rights and dignity, the quality of the hygienic care assistance, as well as the "client's" level of satisfaction.

The Netherlands > values quality care plans that ensure patient involvement in care plans; open patient communication that respects patients' wishes, prevents avoidable accidents and guarantees freedom of movement; as well as the patient's level of satisfaction and physical well-being.



Portugal > focuses on indicators such as respect of patients' rights, dignity and physical autonomy, as well as the personalization of care plans.

Source: *A Good Life in Old Age? Monitoring and Improving Quality on Long-Term Care*, OECD Health Policy Studies, OECD Publishing, 2013.



The average amount of time U.S. patients spend in the waiting room

A Press Ganey study estimates that patients spend an average of 24 minutes waiting to see a doctor at a clinic. **Patients form their first impressions of the practice, and by extension the provider, within the first few minutes in the waiting room.** Delays can have a serious impact. According to the survey, long

wait times increase anxiety, lower patient satisfaction and are frequently cited by patients as a reason for leaving a practice. Today hospital leaders are working to upgrade the patient experience by improving patients' perceptions of their wait and ultimately reducing the actual wait time.

Source: "Medical Practice Wait Times and Patient Satisfaction Survey", Press Ganey, 2012.



LONELINESS IMPACTS THE HEALTH AND LIFESPAN OF THE ELDERLY

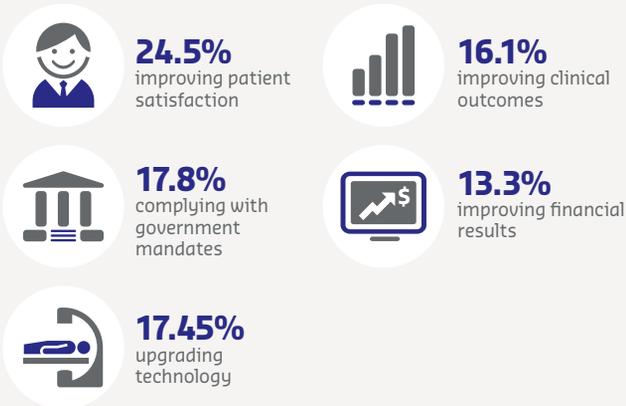
While loneliness can cause suffering at any age, it has a greater effect on older adults. The University of San Francisco analyzed the Health and Retirement Study conducted by the National Institute on Aging, which revealed that **U.S. elderly adults who reported feeling lonely are 45% more likely to die earlier than those who feel meaningfully connected with others.** Surprisingly, the increase in loneliness does not necessarily correlate with living alone—of the 43% of those surveyed who felt lonely, only 18% were living alone.

Source: Archives of Internal Medicine, University of California, San Francisco, Division of Geriatrics, 2012.

PATIENT SATISFACTION DRIVES HEALTHCARE IT INVESTMENTS IN THE ASIA-PACIFIC REGION

According to a survey conducted by Research and Consulting firm IDC Health Insights, **patient satisfaction was the key driver for IT investments in healthcare** in the Asia-Pacific excluding Japan (APEJ) region between 2012 and 2013. In this survey, 310 healthcare organizations were interviewed across the region to identify the strategic objectives and business goals that generate investment in IT.

AMONG THE MAIN DRIVERS:



Source: IDC Health Insights Survey, 2012.

MANAGING LONG-TERM CONDITIONS with technology

Long-term conditions can impact many areas of a person's life, both professionally and personally. In England, long-term care accounts for 70% of the health and social care budget. In an effort to reduce this amount, The National Health Service researched the benefits of telehealth and telecare in the management of long-term conditions. **The organization discovered that correct use of technology reduced avoidable deaths by 45%, visits to emergency departments by 15% and emergency admissions to hospital by 20%.**

Source: Data of the Department of Health, National Health Service and Social Care, England, 2013.



PATIENT SATISFACTION REQUIRES MORE THAN HIGH-QUALITY SURGICAL CARE

A surprising study, led by the Johns Hopkins University School of Medicine in Baltimore, at 31 urban hospitals in 10 U.S. states reveals that **there is no link between patient**

satisfaction scores and surgical care quality measures. A patient's overall satisfaction seems to stretch far beyond the quality of surgery.

WHAT REALLY MATTERS TO PATIENTS

According to Press Ganey's 2011 "Pulse Report", the likelihood of a patient to recommend a health facility to friends or family depends primarily on the responsiveness of the medical staff. The feedback of 2.8 million people surveyed throughout more than two thousand U.S. hospitals, reveals that patients value subjective experiences. They ranked the following criteria:



Sources: "Patient Satisfaction as a Possible Indicator of Quality Surgical Care", Johns Hopkins University School of Medicine, *JAMA Surgery*, 2013; "Pulse Report, Perspectives on American Health Care", Press Ganey, 2011.

HELPING PATIENTS ADAPT TO A CHANGE IN RHYTHM



While hospitals are equipped to handle a multitude of emergencies and health problems, there is considerable room for improvement when it comes to integrating aspects of a patient's personal routine into the hospital stay. Small but significant changes could improve the overall patient experience and increase the sense of independence without endangering the level of medical care.



WHETHER AN INDIVIDUAL is a morning person or a night owl, whether they typically take a mid-day walk or have an afternoon coffee, a stay in the hospital unavoidably and immediately disrupts their routines. The most basic routines are guided by the body's internal clock, which causes individuals to feel hungry or tired at certain times of the day or night. A daily routine is further defined by personal preferences and the way individuals organize their time, such as the order in which they eat breakfast or take a shower.

At the same time, a patient's hospital stay is generally structured around a multitude of challenges: numerous doctors and tight schedules as well as a challenging ratio of caregivers to patients. Eating, sleeping or bathing times are often imposed by the hospital and patient preferences or habits are rarely taken into account during the care process.

These disruptions to a usual schedule often result in higher stress and anxiety levels and slower recovery time. In addition, the excess of down time that is an inevitable part of every hospital stay can leave patients feeling stranded—causing minutes to seem like hours. For these reasons, patients need a clear outlook on both how and where they will spend their time. Hospitals can engage with patients right from their arrival by providing brief tours of the facilities to help put them at ease. Furthermore, keeping patients updated regarding delays in waiting rooms can also improve their sense of control over the situation.

MAINTAINING A SENSE OF NORMALCY

Providing patients with their favorite daily newspaper or offering services such as hospital shops that are open around the clock facilitate a patient's ability to organize their own time and function, to a larger extent, ▶

Improving the visibility of care planning for patients and staff

NIKI PORTER, OPERATIONAL SERVICE MANAGER, CLINICAL ADMINISTRATION, BRIGHTON AND SUSSEX UNIVERSITY HOSPITALS.

—
“Just over a year ago we installed an electronic bed management system, made up of TV-style interactive monitors linked to our patient administration systems. The monitors increase the visibility of patient information for staff, making it easier to make decisions quickly. We know exactly where our patients are, what they need—through a red-amber-green color code—and which beds are free. It’s a massive improvement. Previously all data was stored on PCs or at times written down on paper. If you were not logged into the system, this information was invisible. Now medical and nursing staff consult the monitors located throughout the wards and can update a patient’s status instantaneously simply by touching the screens. The information includes standard details, such as discharge dates and the doctor’s name, as well as information including the needs and preferences of individual patients, for example, physiotherapy or support from a social worker. Although the system is designed for medical staff, it helps shape a patient’s day as well, by improving planning, speeding up processes and cutting down waiting times. Patients have a better idea of how their days will map out and this increased visibility is particularly reassuring.”

Maintaining children's routines through play

DR MANDY BRYON,
CONSULTANT CLINICAL PSYCHOLOGIST,
JOINT HEAD OF PAEDIATRIC PSYCHOLOGY
AND PLAY SERVICES AT GREAT ORMOND
STREET HOSPITAL FOR CHILDREN, LONDON.

“Our ‘Play Department’ is run by specialists committed to giving shape to the children’s time in the hospital.

‘Pace’ is the key word—here we try to replicate each child’s natural pace and normalize their experience. Right from admission, we meet with the children and parents to better understand how they like to spend their free time. Of course medical care comes first, but we provide a timetable that includes attending the activity center and hospital school, family visits and even, where possible, day trips. Our play specialists also conduct weekly meetings, where the well-being as well as the medical needs of each child are discussed. Each case is different, depending on individual medical conditions, but we try to maintain the children’s routines as much as possible, by finding new ways, through the senses or sound for instance, to entertain, educate and reduce anxiety.”



▶ as they would in their everyday life (see box below for an example of 24/7 services).

Going a step further, forward-thinking hospitals are developing software systems to compile schedules and patient data in a single program. The increased visibility on patient statuses allows doctors and support service teams to construct efficient care plans while the streamlined communication reduces the waiting times of patients (see box on page 11 for an example of a patient care visibility solution).

DESIGNING A BETTER SLEEP

Taking into account patient sleeping habits or schedules and creating the optimal sleep environment can also play a role in recovery. A 2012 study by Harvard Medical School, published in the *Annals of Internal Medicine*, concluded that interruptions during sleep could provoke increases in heart rate, high blood pressure, a weakened immune system, memory problems and even depression.

While many sounds in the hospital cannot be avoided—such as emergency alerts or essential conversations between medical staff, there are solutions that can help reduce unnecessary disturbances or excess noise such as sound-absorbent materials, silent nurse-calling systems in place of “beepers” or self-controlled light dimmers.

TAKE THE STRESS OUT OF WAITING

Whether patients are simply passing time in their rooms or waiting for booked appointments, reducing boredom and anxiety is also a key area of concern. Hospitals can provide various forms of entertainment or activities to occupy patient downtime (see box on page 12 for an example of a children’s program).

Today’s patients expect hospitals to focus more and more on customized services—and even expect the level of service to match that of hotels, restaurants or shops. While meeting these needs may initially place additional pressure on medical staff, the long-term benefits of more personalized care affects everyone involved—from shortened hospital stays to a more positive patient experience and work environment.

Housekeeping on demand for patients

WILLIAM VELEZ, SODEXO SENIOR OPERATIONS MANAGER
AT PINNACLE HEALTH SYSTEM, PENNSYLVANIA.

—
“When the Sodexo’s Engage Environmental Services program was introduced three years ago in Pinnacle’s three hospitals, it was welcomed with open arms because it was perfectly in line with the Group’s mission statement. The idea is that whenever a patient needs anything from housekeeping, he or she can place a call right away rather than having to wait until the following day when orders are placed. Giving patients access to services 24/7 helps reduce scheduling disruptions and can also help their recovery. Upon admission, all patients are shown how they can, at any time, book meals online or use the phone to ask for an extra pillow or early change of bedding. Support staff has always taken pride in helping patients, but now they provide a more consistent and reliable service.”



**6 CRITICAL SENIORS
NEEDS IDENTIFIED**

- Feeling Connected & Loved
- Comfort and Safety
- Control and Routine
- Dignity and Sense of Purpose
- Stimulation & Growth
- Enjoyment and Carefreeness

BEHAVIORAL TRAINING

LEADS TO OPTIMUM QUALITY PATIENT CARE

CARES. Compassion. Accountability. Respect. Enthusiasm. Service. These are the components of the 5-letter acronym CARES, Sodexo's internally driven behavioral training program dedicated to employees working in healthcare and seniors facilities.



A typical Sodexo CARES training session led by the General Manager.

“IN 2012, I WAS PART OF A TEAM THAT INTRODUCED CARES TRAINING TO AN EXCLUSIVELY SENIOR ENVIRONMENT.

A year earlier, a study among seniors living at home or in permanent care residences revealed some very interesting results about what seniors need and expect from their caregivers (see box page 14). These results enabled us to evolve in a certain direction and create services and actions that respond directly to the specific needs of elderly patients. It so happens that these actions all tie very naturally into the CARES program and align perfectly with CARES behavior.

Elderly patients rely on their caregivers to help them procure many different kinds of feelings that include greater security, dignity and stimulation, all of which contribute to a better Quality of Life. Whether it's enabling elderly residents to receive visits from their grandchildren or pets, which fosters feelings of greater connectedness, or access to a relaxation room, which promotes feelings of safety and comfort, to engaging in regular mental exercises, taking classes, contributing to community projects or simply going to the movies, all of these activities help older people feel that life is worth living and increase their overall sense of well-being.”

**Gary Hutchinson,
Sodexo Health Care USA**

THROUGH AN IMPROVED understanding of its elderly consumers, Sodexo has been able to provide them with more relevant and meaningful care services. This better understanding came about, in part, through CARES, a training program designed and launched in the U.S. in 2005. Judy Zola, of Sodexo's Learning Facilitation in the U.S., explains: “At this time we had to look at ourselves differently and shift our focus to place the patients and elderly residents at the heart of everything we do. CARES was designed to help us realize this mission.”

CARES is taught by Sodexo trained managers and consists of six learning modules, which run from 30-60 minutes each, and are based on the

five component-topics—Compassion, Accountability, Respect, Enthusiasm and Service—plus an introductory module centered on the patient-resident experience. Each module introduces the topic's key learning objectives, and provides simple behavioral and learning activities that respond to each objective. These activities, which focus primarily on customer-caregiver role playing and the use of appropriate voice and body language, enable trainees to explore how to better personalize and demonstrate the qualities of this topic toward patients and elderly residents.

CUSTOMIZING THE PATIENT EXPERIENCE

Each module looks a little different. The Respect module, for example, >



CARES training in action: Sodexo employees do more than simply provide a service—the attention paid to each resident improves the overall quality of life in the facilities.

➤ has 7 learning objectives, which range from demonstrating a personal commitment to creating a hospitable and welcoming place for patients, to protecting customers' rights to privacy and dignity by nurturing and maintaining a secure and trusting environment. Maintaining dignity and a sense of purpose, and feeling safe, secure and comfortable are particularly important for elderly patient populations who expressed in a comprehensive study carried out in 2011 several years ago that these combined elements constitute two of their six critical needs (see box page 14). At the end of the training, not only do the trainees have a comprehensive appreciation of the meaning and scope of each topic, but they have also mastered the skills and behavior of how to deliver them in a way that fully satisfies the patients. "CARES helps our health-care employees better understand who their customers are, and this is the first step toward offering them more relevant, customized service," Zola says.

CONSIDERING EACH PATIENT AS UNIQUE

CARES also allows employees to look well beyond the scripting of the technicalities of their jobs, and perceive each patient as a unique and valued individual who needs their special care and trust. For example, the majority of elderly patients put a great deal of importance on feeling loved and connected. To this end, some employees will use their own free time to go to the store and buy something special for an older resident just because they know how much it will mean to them. While all Sodexo health-care employees in more than 1,600 locations across the U.S. are receiving CARES training, so are some of their colleagues abroad. Locally adapted versions of CARES are currently being implemented in the UK, France, China, Singapore and India. Today, the qualities of compassion, accountability, respect, enthusiasm and service are integrated into the company's interviewing process. Thanks to

CARES, Sodexo now hires people who demonstrate strong alignment with its values of customer service and who have the ability to create positive patient experiences. "This is really what CARES is about," Zola concludes. "It's challenging the staff and management to create a continuously better patient-resident experience to be able to offer them the best Quality of Life possible."

1,600

locations in the U.S. provide the Sodexo CARES training to employees.

5 countries

are currently implementing locally adapted versions of CARES.

VIEWPOINT



Tom Owen is the co-founder and co-director of My Home Life, a UK program (and social movement) promoting Quality of Life for those living, visiting and working in care homes. He explains the importance of care environments characterized by strong social relations and compassionate communication.

WHAT IS ESSENTIAL TO BETTER UNDERSTANDING AND CARING FOR OLDER PEOPLE IN CARE HOMES AND HOSPITALS?

Tom Owen: The general experience of someone who has moved into a care home is one of massive loss and emotional upheaval, which can damage their confidence. To really understand what is important to them, you have to be able to help them process what has happened. Having conversations that allow them to express their anxiety is very healing and helps to establish trust. Ultimately, the most important thing for older people is the quality of their relationships with family, friends, caregivers and staff. The more quality time professionals can spend with them, the more likely they are to feel valued, heard, and listened to. These conversations alone can have a very positive impact on their well-being.

HOW ARE THE NEEDS OF ELDERLY PEOPLE DIFFERENT FROM THE NEEDS OF OTHER PATIENTS?

T.O.: The difference is typically around their level of frailty and the likelihood that they suffer from multiple co-existing conditions. Some may suffer from dementia, loss of hearing or sight, arthritis and heart disease all at once. Because of the innate complexity of their condition, this makes it more challenging for health professionals to respond to their needs. One thing is certain—older people require more time with care treatments and more compassionate communication.

HOW DO SOCIAL RELATIONS IMPACT THE QUALITY OF LIFE OF OLDER PATIENTS IN RESIDENCES OR HOSPITALS?

T.O.: If you are able to support an older person's well-being and if that person feels connected with and involved in decisions that affect them, then they are going to be stronger in themselves. My work involves helping managers to create a

“THERE NEEDS A SOCIETAL SHIFT WHEREIN WE RECOGNIZE THE INHERENT VALUE OF AN OLDER PERSON'S YEARS OF EXPERIENCE.”

culture in the homes where relationships with residents develop and flourish to the point where they become a very significant nurturing element. When you have this, you find that older people become more engaged with each other and the staff. They are then more likely to get involved in activities and they may no longer need to take medication for anxiety.

WHAT ARE SOME AREAS OF IMPROVEMENT?

T.O.: It's very important that external healthcare professionals coming into a residence develop strong relationships with the nurses and staff—that they realize they are all working toward the same goal: the resident's well-being. In addition, the more you can engage the local community to come into the homes, the more this creates a vibrancy and energy that is very beneficial to the patients, caregivers and staff. Everyone feels more connected and more valued because they feel part of something bigger.

WHAT ARE THE KEY POINTS THAT MUST BE ADDRESSED TO IMPROVE THE QUALITY OF CARE FOR OLDER PATIENT POPULATIONS?

T.O.: Nursing homes are our own future and we can give them a wider role to play; but there needs to be a societal shift wherein we recognize the inherent value of an older person's years of experience and knowledge. If we want to have for ourselves, when we grow old, comfort, security, stimulation and a sense of belonging and purpose, then we need to sow the seeds now and work quickly. If we can also learn to appreciate the staff and caregivers and the tremendous work they do, then they in turn will be able to give more fully of themselves to their patients. For me, the quality of care is less about finding new resources, and more about recognizing the importance of people now and in the future.



A HOLISTIC APPROACH TO PATIENT CARE

LE CONFLUENT
HEALTHCARE GROUP

Patients come to Le Confluent in Nantes (France) for a variety of different medical conditions. What they discover when they step inside is a group of **professionals who work together to provide the total range of care**, designed to meet the patients' physical, psychological and social needs.

20

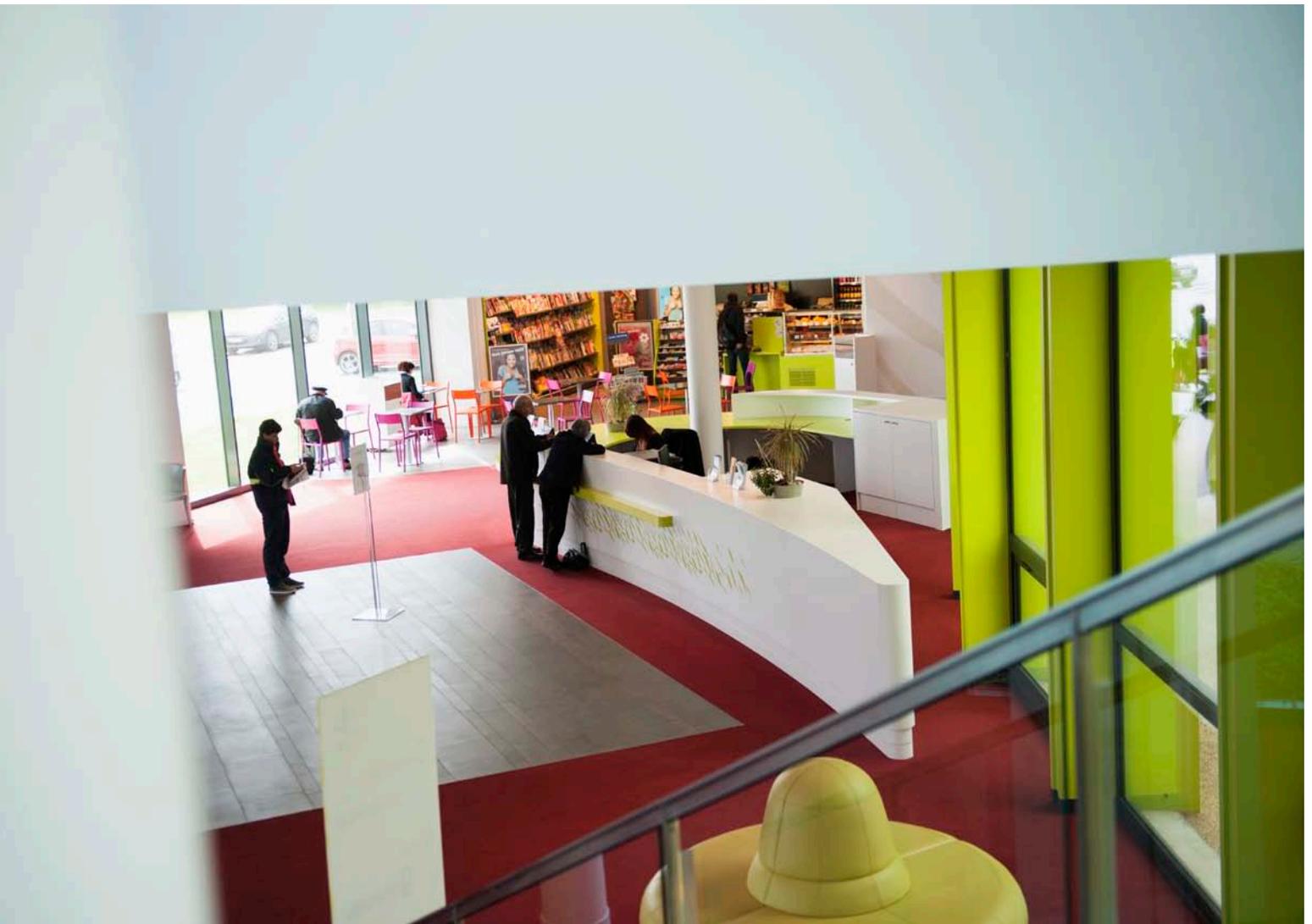
educational and engaging workshops are offered at Le Confluent. The workshops include makeup and cooking lessons as well as face time with surgeons and psychologists.

Visitors can relax at one of the Le Confluent's contemporary concession areas.

LAURA A. R. IS 42-YEARS OLD, AN ACTRESS AND A DANCER. Katia P. is a 50-year-old music teacher. Both live in Nantes, a French city of nearly one million people. Had life not taken the turn that it did, they probably never would have met. But within the last 20 months, both were diagnosed with cancer and treated at Centre Catherine de Sienne, one of France's largest private cancer treatment centers in south-central Nantes. And both discovered

ERI, an on-site support service dedicated to cancer patients and family. When translated, ERI, *Espace Rencontre Information*, means an informational meeting place.

BUT FOR LAURA, ERI IS MUCH MORE THAN THAT. It's "a homey place that allows you to return to yourself." For Katia, ERI is a "safe haven where you can discover new things and focus on what is essential." It is not only the





Laura A. R., a cancer patient, finds comfort in her conversations with Françoise Gabut-Delorraine (left), who created a space in the hospital to foster sharing and learning.

dozens of informational brochures that draw patients to ERI. They also go for the conversation, the hot cup of tea, and the warm invitation to sit and stay awhile. *“Here things happen that could never happen in the cancer services unit,”* explains ERI animator, Françoise Gabut-Delorraine. *“ERI is a space between the outside world and Centre Catherine de Sienne where people can be exactly who they are. My role is to welcome, embrace, and accompany anyone who walks through the door. I ask nothing. I am completely available. People feel supported, listened to, safe and trusted.”*

ERI COLLABORATES WITH OTHER SUPPORT SERVICES PROVIDED BY LE CONFLUENT, the private hospital group to which Centre Catherine de Sienne belongs. ERI helps to organize regular activities, including socio-esthetic,

culinary and artistic workshops. Dominique Pelletier describes her workshop as a socio-esthetician: *“We learn about the impact of colors and how to apply makeup and wear prosthetic hair. Through this intimate sharing, patients reconnect with themselves and rediscover their femininity. This helps boost their confidence and reinforces their sense of community and autonomy.”* People often arrive at ERI tired and discouraged and leave with a smile and an I-can-and-want-to-do attitude. Laura sums it up: *“ERI is about life. It empowers you to live with your cancer in a positive way.”*

THROUGH ITS TRANSVERSAL, COMPLETE APPROACH TO CARE, Le Confluent aims to treat and heal the whole person. In addition to medical professionals, the staff also includes psychologists, sophrologists, pain managers, social

workers and dieticians. *“We are watchful of a patient’s physical, emotional and social well-being from the moment they arrive,”* says Dr. Jean-François Laurent, who coordinates support services for Centre Catherine de Sienne. *“A great deal of attention is given to what is said and to how it is communicated. All personnel adhere to this philosophy. We are really talking about an approach to care that concretely enhances a patient’s Quality of Life while they are with us and long after they return home.”* ▶

1,350

cancer patients are welcomed every year into a safe and supportive environment dedicated to learning and communicating.

“THERE IS A REAL EXCHANGE THAT TAKES PLACE. DR. RIOULT TRIES TO PUT HIMSELF IN MY SHOES, AND HE AND THE OTHER DOCTORS AND NURSES REALLY LISTEN AND CARE ABOUT EVERY ASPECT OF MY WELL-BEING.”

► **STAFF PSYCHOLOGIST MARC PICARDESTELAN** works closely with Bruno Rioult, a specialist in pain management. *“I treat a patient’s psychological needs, and sometimes use hypnosis to help them develop a healthier behavior toward their disease, which can immeasurably improve the quality of their experience,”* he says. *“The more we consider the many dimensions of a patient’s story, the more that patients are able to move forward with their treatment in a constructive way. Pain can have many origins and repercussions on a patient’s professional, social or family situation,”* Dr. Rioult adds. *“I help patients understand their pain. Some therapies are quite aggressive. If we take very good care of the patient as*

a whole and instill a sense of trust, he or she will be more open to accepting a more difficult treatment, and therefore be more serene when they receive it.”

LE CONFLUENT WAS FORMED IN 2010 and groups together Centre Catherine de Sienne and Nouvelles Cliniques Nantaises, the latter of which is the result of the merger of three clinics in 1998. A community hospital and a hub of innovative medical technology, the Group aims to meet every patient’s every need on the same site. With a staff of 1,000 and 200 medical professionals, it provides expertise in surgery, oncology, cardiology, internal medicine, 10 additional medical fields and 10 para-medical specialties. A rarity in France, the 130 onsite doctors are also its shareholders, so they are also personally involved in the daily running and future shaping of the hospital.

WITH AN OUTPATIENT SURGERY CLINIC THAT CAN RECEIVE 150 PATIENTS A DAY, 24/7 Emergency Services, 29 operating rooms which realize 240-280 operations a day, and a total of 500+ beds, it goes without saying that Le Confluent relies on a system of logistical genius and optimum human organization for the safe, smooth handling of patient care. Sylvie Rousselot, Director of Patient Care, opens a window on how it works. *“Our outpatient services rotate quickly, so it’s imperative that caregivers and personnel are on the same page in terms of understanding risks, knowing why patients are there, and respecting patient flow. We provide training and I work closely with my managers and*



Managing and relieving a patient’s pain is an essential part of cancer treatment.



their transversal teams to ensure alignment. Accessing accurate information in real time is critical.”

CAROLINE THOMSON, EMERGENCY SERVICES COORDINATOR, says that adaptability is the golden rule of thumb. “We treat more than 80 patients every day and place equal importance on patient safety and well-being, information accuracy, proper diagnosis and immediate orientation towards the right service. We strive to continuously improve our services.” >

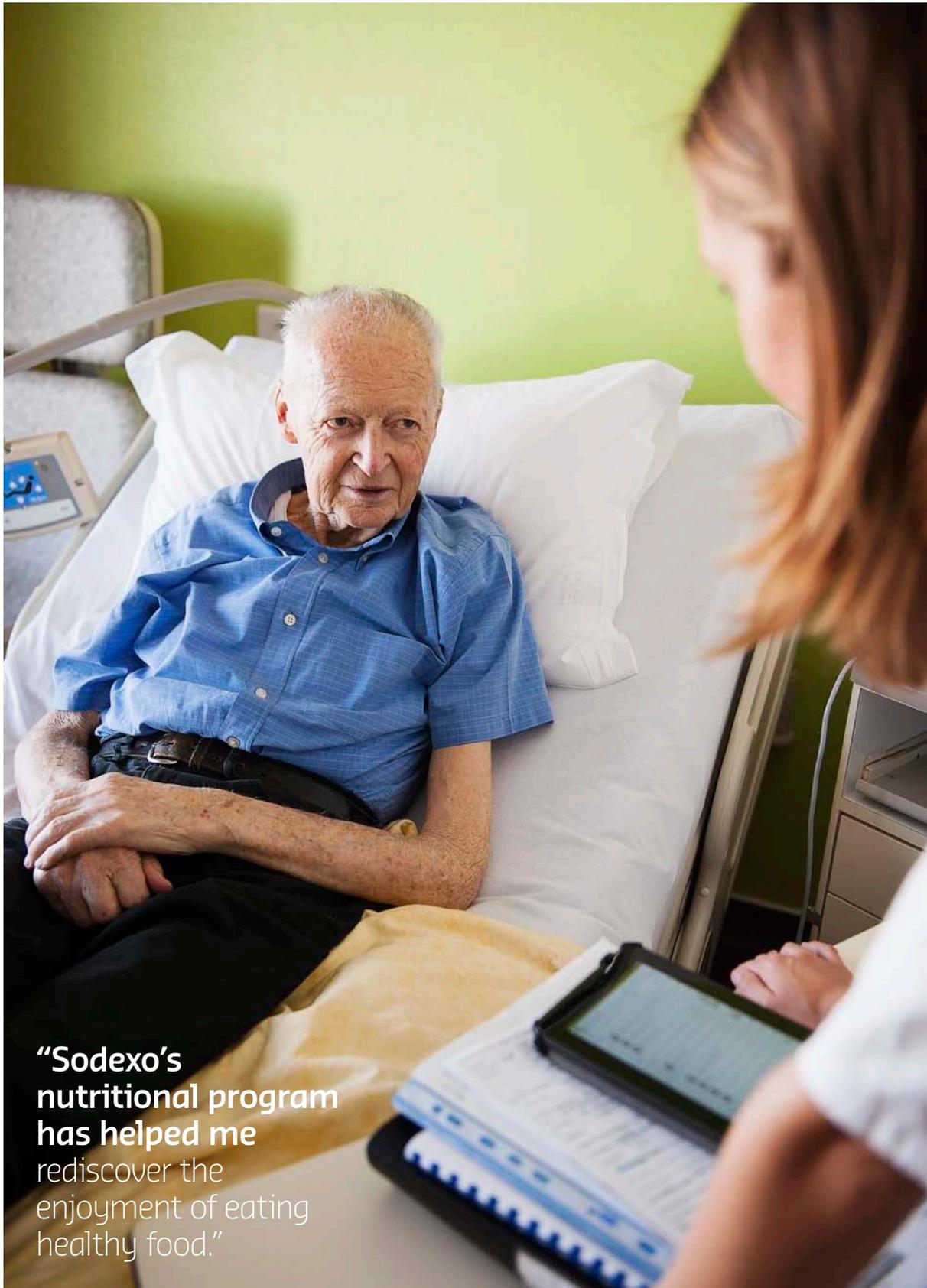


“OUR SOFTWARE ENABLES VISIBILITY FROM THE MOMENT A PATIENT SETS FOOT IN THE HOSPITAL.

We collaborate with doctors, secretaries, department managers, and operating and emergency services. Everyone has the same software, so anyone can see when an entry has been made. This system reduces patient wait time and improves overall flow.”

Nadège Frin, Bed Scheduling at Le Confluent

Information accuracy contributes to the patient’s well-being.



**“Sodexo’s
nutritional program
has helped me
rediscover the
enjoyment of eating
healthy food.”**



EMERGENCY
SERVICES ENSURED
THE SAFETY OF
28,000
PATIENTS IN 2013



“LE CONFLUENT is founded on the principle that patient care cannot be reduced to treating an isolated medical issue but recognizes that each patient comes to us with a unique and personal story. In this story is a medical need and perhaps a psychological, emotional, social or other need as well. The quality of our care is equal to our ability to treat them as a whole person and to initiate them into a care community that will meet their various needs throughout the entire care cycle.

We call this the continuum of care. It is transversal and seamless. Because each patient’s story is different, we have a very personalized approach. In addition to placing extreme importance on safety, security and comfort, we also emphasize the importance of listening, sharing information and helping to assuage patient anxiety. It’s all about building trust through communication and respecting their story.”

Dr. Brice Müller, Urologist and President of the Medical Board, Le Confluent



“Each patient’s story is different, we have a very personalized approach.”



“INTRODUCED IN 2009, ETP (*Éducation thérapeutique du patient*, **Therapeutic Patient Education**) is a transversal support service that helps the chronically ill transition from being a patient to becoming the author of their own life. During interactive workshops, ETP brings greater awareness around an illness and its symptoms, and understanding of the value of treatments. Through discussions with specialists, patients express their questions and fears and together begin to find answers. The importance of ETP is that patients come to own their illness and understand that it is not an accident, but a part of them that needs to be managed. They realize they are in a position, if they choose, to be able to instigate positive, long-lasting change.”

Dr. Marie-Pierre Humeau, Pulmonary Doctor and ETP Project Manager

Sodexo’s cleaning team carries out top-to-bottom sterilization before closing the operating room for the night.



“By ensuring a 100 percent sterilized environment, we ensure patient safety and well-being, and provide peace of mind to the medical staff, enabling them to work more efficiently.”

Cyril L. R., manager of Sodexo surgical cleaning team



A Sodexo nutritionist works directly with patients to customize meal plans as part of a personalized nutritional support program.

► **THE OPERATING ROOMS ARE THE SYMBOLIC HEART OF LE CONFLUENT.** *“Hygiene is absolutely critical for the safety, security and quality of our work,”* insists Caroline Durand, Head of Operating Room Department. *“Our partnership with Sodexo works well because together we have precisely defined and assigned every role and task. Hygiene is Sodexo’s core profession and the nurses really appreciate what they do here for their own peace of mind and that of their patients.”*

CYRIL L. R. MANAGES THE SODEXO TEAM responsible for cleaning the operating rooms and for the pre-disinfection of surgical instruments. *“By ensuring a 100 percent sterilized environment, we ensure patient security and well-being, as well as the comfort and Quality of*

Life of the medical staff because they are able to work in optimum conditions and have everything they need (clean uniforms, sterilized instruments, soap, disinfectants) exactly when they need it.”

SODEXO HAS RECENTLY INTRODUCED another invaluable support service. SNAPS, a French acronym for its personalized nutritional program, cares for undernourished patients before, during and after hospitalization. It ensures that patients receive highly nutritious foods, and reintroduces patients to meals as a source of enjoyment. Marie L. C., onsite Sodexo dietician, explains: *“Our job is to understand why a patient is undernourished, which requires us to familiarize ourselves with their home conditions and any other challenges they may be*

facing. Once we understand the origins of the issues, we can then help patients better comprehend and own their pathology. We devise customized meal plans and I help them set up a system they can easily implement when they return home. The patients gain autonomy and continually feel supported, listened to and valued.”

150,000

patients benefit from Le Confluent’s outpatient services, which ensure that patients receive the best quality treatment in a comfortable, safe, secure environment.



Le Confluent's six medical buildings are on a site that also accommodates a nursing school and regional training center for the French Red Cross.

➤ **LE CONFLUENT'S COMMITMENT** to care also extends to the environment and community at large. Solar panels heat water and economize energy. The newest building has an east-west orientation, enabling patients and staff to benefit from longer hours of natural daylight, which boosts morale and reduces electricity consumption. Recycling efforts, a critical component of the hospital's waste management system, are ongoing. And thanks to the use of durable textiles on the floors, noise levels have been significantly reduced. *"Our efforts to reduce our carbon footprint and manage our waste are good for the environment and increase the*

well-being of patients and staff," says Ronan Dubois, Chief Executive Officer of Le Confluent Healthcare Group.

WASTE LOGISTICS IS HANDLED behind the scenes by Sodexo's two-man team, responsible for managing 1.6 tons of daily waste! Everything that can be recycled is recycled. Organic waste is transformed into compost. Garbage is incinerated at a local plant; and surgical waste is stored in heavy metal containers in chilled rooms for a maximum of 72 hours, and then removed by an external contractor and taken to a specialized incinerator to be destroyed. All bins are washed and disinfected daily.

"With this system in place, we ensure maximum hygiene, safety and cleanliness," says Sébastien Perraud, Sodexo Waste Logistics Manager. *"And with staff more involved in ambitious recycling efforts, each of us does something for the community, the environment and the planet. To work in a socially responsible, safe, clean place creates a sense of pride for everyone."*

93 m²

of solar thermal panels were installed to heat the hospital's water supply.



"OUR EFFORTS TO REDUCE OUR CARBON FOOTPRINT AND MANAGE OUR WASTE

in a mindful way are not only good for the environment, but they also increase the comfort and well-being of our patients and staff."
Ronan Dubois, Chief Executive Officer (CEO) of Le Confluent Healthcare Group

CONTRIBUTING TO A BETTER LIFE WITH ALZHEIMER'S DISEASE



Solemnes facility in France hosts patients suffering from Alzheimer's disease.

ACCORDING TO ALZHEIMER'S DISEASE INTERNATIONAL (ADI), 44.4 MILLION PEOPLE SUFFERED FROM DEMENTIA WORLDWIDE IN 2013. **WITH 7.7 MILLION NEW CASES DETECTED EVERY YEAR, THIS NUMBER WILL RISE TO 135.5 MILLION BY 2050.**

THE CONSTANTLY EVOLVING NATURE OF THE DISEASE, AS WELL AS THE NUTRITIONAL DISORDERS THAT PATIENTS CAN DEVELOP, ARE TWO KEY POINTS THAT BOTH DOCTORS AND CAREGIVERS CAN ADDRESS TO IMPROVE THIS TYPE OF PATIENT'S QUALITY OF LIFE.

Food presentation & table settings

SENSORIAL AND COGNITIVE STIMULATION DURING MEALTIME

For those suffering from Alzheimer’s disease, the gradual deterioration of cognitive functions and memory affects patients’ dietary behaviors—forgetting to eat or even feeling anxious during mealtime is common. Personalized support helps these patients to regain independence and enjoyment during mealtime.

Given the risk that Alzheimer’s patients simply forget to eat, many become malnourished. In fact, nearly 40 percent of Alzheimer’s patients develop anorexia—a rate that continues to rise with age. “Preventing malnutrition is essential—not only in treating this illness, but also in reducing other risks such as heart disease,” points out Dr. Szekely, Head of Pôle Âge at the Parisian hospitals AP-HP¹.

CREATING THE RIGHT MEALTIME ENVIRONMENT

Martine Culis, Head of Nutrition Unit at Sodexo France, and her team, focused their research on reducing the negative nutritional impacts of the disease. The study began by analyzing patient data from residents living in care homes, working closely with doctors, caregivers, nurses and dietitians; then later proceeded to test solutions with residents. “This method helped us conceive a new way of nourishing patients that is adapted to this disease,” says Martine.

This work led to the creation of Sodexo’s Un Air de Famille program, which has been implemented in six Alzheimer’s care facilities in France. “We use patients’ memories to create an environment that encourages sensorial and cognitive stimulation,” says Martine.

The program relies on the visual aspects of mealtime, such as dishes, tablecloths and signs, to jog the memory and create links within the patient’s world. As research reveals, incorporating patients’ personal needs in defining diets is a key driver of Quality of Life as it can reduce anxiety and facilitate independence. Accounting for patients who are no longer able to use traditional tableware, the program also incorporates ergonomic utensils and even encourages patients to eat using their fingers. These options increase the patient’s autonomy and encourage them to continue eating.

1. Assistance publique-Hôpitaux de Paris.
2. Science.NaturalNews.com



WE’RE GOING BEYOND MEALS AND TACKLING THE QUESTION OF NUTRITION AS A WHOLE

by considering other factors. Tableware, food aromas, colors and textures—all these elements can stimulate the residents’ senses and help improve nutrition and well-being. We want them to enjoy their mealtime instead of feeling anxious.”

MARTINE CULIS,
HEAD OF SODEXO’S NUTRITION UNIT

1 in 2 Alzheimer’s patients are affected by eating disorders².

30 to 40% of patients lose weight prior to displaying other symptoms of the disease.

60% of Alzheimer’s patients suffer from problems with disorientation, wandering and recognizing when they are hungry.

SODEXO’S PROGRAM FOR PEOPLE WITH DEMENTIA

Setting the table:

- Nostalgic cafeteria glassware (1)
- Anti-slip retro placemats (2)
- Transparent dishes put meals on display (3)
- Traditional French breakfast (4)
- The smell of toast triggers the olfactory sense (5)

“Finger food”

Allows residents the flexibility of eating with their hands

Focused training:

Caregivers learn how to help patients during meals

Therapeutic activities:

Cooking workshops stimulate the memory while games encourage residents to learn about nutrition



NET GALENUS, a new collaborative digital platform

REAL TIME MONITORING IMPROVES PATIENT CARE AND EXPERIENCE

A new center for Alzheimer's patients has opened its doors in Paracuellos de Jarama, near Madrid, Spain. The medical center, created by the AFAL Foundation, features several innovations including a versatile information system that keeps the medical staff and family members up to date on each patient's progress and developments.

Accommodating up to 140 patients, the facility hosts a permanent medical team, as well as a committee of specialists, including a geriatrician, a psychiatrist, a neurologist and a researcher. A specific IT framework, conceived with the input of the center's director, the medical team, Sodexo, and family members of patients, has been implemented to support the new center. *"Everyone wanted a system that could help improve the relationships with patients and make them feel safe,"* says Roberto Ramos, project manager.

STREAMLINING PATIENT CARE

The new system, NET GALENUS, links touchscreens set up in the patient rooms to a website, both used to collect and share information. Using the touchscreens, the entire medical team can consult patient charts and update them with information, such as changes in treatments or care plans. *"Access to this data allows caregivers*

to spend less time on reporting and focus more on patient care," says Miren Olcoz, Head of Communication and Public Relations at Sodexo Spain.

INFORMING AND INVOLVING FAMILIES

Once the data is recorded, authorized family members can access real time information by simply connecting to the website with a specific login and password. They can also easily contact the director of the residence with questions or concerns. *"Regarding serious incidents, family members can also be contacted directly on their mobile phones at any hour, if requested,"* points out Ramos.

MAINTAINING CONTACT WITH LOVED ONES

NET GALENUS can also be used to nurture relationships. The system allows family members to organize video conference calls with patients on the touchscreen



monitors set up in their rooms. The website opens the door to many possibilities. Family members can upload pictures, music and videos for the patient to access on the touchscreen. *"Of course, all these options depend on the state of health of the patient,"* states Ramos.

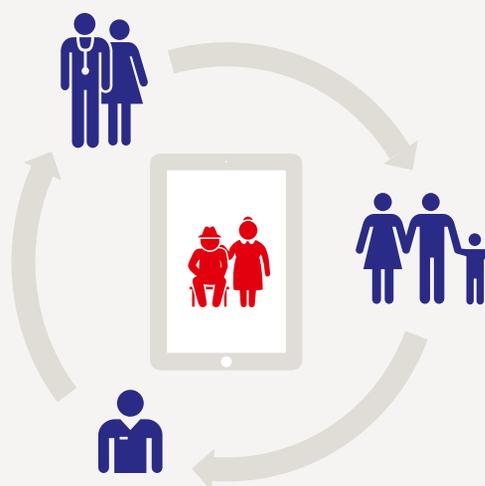
HOW THE DIGITAL PLATFORM WORKS

Medical staff:

- updates medical records
- consults the latest test results
 - makes adjustments to the patient's care plan

The dietician:

- consults the latest test results
 - provides dietary recommendations taking into account patient preferences
 - updates dietary restrictions in the database
 - evaluates the nutritional impact of the disease



Family members:

- receive real time updates on the patient's status
- communicate with the medical staff
- participate in video conferences with patient from home
- share photos or music with patient

SODEXO NEWS

AROUND THE WORLD

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



TACKLING CHILDHOOD OBESITY IN AMERICA

SODEXO HAS JOINED A CAMPAIGN TO OFFER CHILDREN HEALTHIER MEAL OPTIONS IN THE U.S.

CHILDHOOD OBESITY HAS BECOME AN EPIDEMIC IN THE U.S., creating long-term health, social and economic challenges. Sodexo is helping to tackle the problem by joining the Partnership for a Healthier America (PHA) and making a commitment that includes six actions (*see below*). As Sodexo reaches 15 million consumers in North America every day—including the service of more than 2 million school meals—the company has an opportunity to improve children’s well-being by offering healthier options in a variety of food service and vending accounts.

SODEXO’S COMMITMENTS:

- Implement Sodexo’s Mindful Healthy Dining Program in 95 percent of food service accounts in key markets by 2017
- Provide at least 30 percent healthier options in 45 percent of vending accounts by 2018
- Provide tools to improve eating behaviors in 90 percent of school accounts by 2016
- Serve an extra 17 million free breakfasts in schools by 2018
- Offer a healthier children’s meal in 40 percent of food service accounts at cultural venues by 2015
- Implement the PHA Hospital Healthy Food Initiative in 20 percent of accounts by 2018

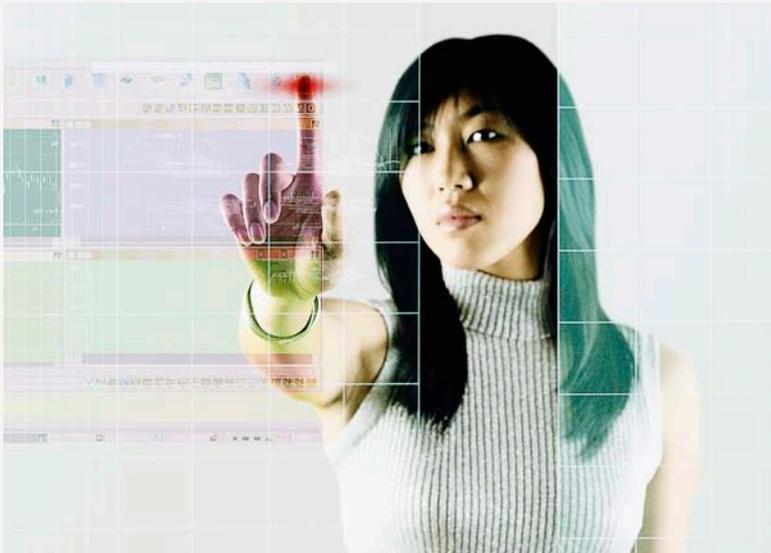
“SODEXO’S COMMITMENT IS AN EXAMPLE OF HOW ONE COMPANY CAN HAVE WIDESPREAD IMPACT ON THE FOOD SYSTEM, FROM SCHOOL MEALS TO VENDING MACHINES, BUSINESSES, HOSPITALS AND HOTELS.”

Lawrence A. Soler
CEO of Partnership for a Healthier America



See more about the
Partnership for
a Healthier America on:
www.aHealthierAmerica.org

CREATING THE WORKPLACE OF THE FUTURE



SODEXO HAS PUBLISHED TWO STUDIES ON WORK ENVIRONMENTS: the “2014 Workplace Trends Report” for the U.S. and, for the first time, a similar report in the UK, “How Britain Works.” Such research helps Sodexo and its customers understand the evolving workplace, and notably how a healthy,

supportive environment improves staff retention and productivity. The surveys used quantitative and qualitative research including interviews, trade association data and online sources. Together, they offer insight into employee aspirations and potential Quality of Life solutions.

“ORGANIZATIONS NEED TO UNDERSTAND HOW THEIR OFFICE CAN SUPPORT THEIR EMPLOYEES’ HEALTH REQUIREMENTS.”

Source: Sodexo UK 2013 Report “How Britain Works”.

EXPLORING THE CHALLENGES FACING UK STUDENTS

Sodexo’s latest **University Lifestyle Survey for the UK**, the first since the sharp increase in tuition fees in 2012, shows that students’ attitudes are changing as a result of financial pressures—with some questioning the value of higher education. The challenge facing universities is therefore to ensure they provide the best environment possible as students prepare for the future.



28%

of UK students do not see university as a good investment, due to high debt levels.

READY TO JOIN THE QUALITY OF LIFE CONVERSATION?



SODEXO HAS LAUNCHED A WEBSITE DEDICATED TO QUALITY OF LIFE ISSUES in a range of environments including businesses, schools, hospitals, remote sites and prisons. The first of its kind, the Quality of Life Observer brings together research, news, surveys, and forums—creating a hub for decision makers. The site contains interviews and case studies, along with articles

ranging in topic from work-life balance to employees with disabilities. The portal also has video contributions from experts about the different factors that impact Quality of Life. Readers are encouraged to become Quality of Life Spotters by suggesting future topics and sharing their views or experiences. The site also provides a newsletter and Twitter feed @QoL_Observer.



Visit the QoL Observer on:
www.qualityoflifeobserver.com

SUPPORTING A POSITIVE WORK ENVIRONMENT IN CANADA

A major project in Canada is underway that includes the construction of Manitoba Hydro's new power lines and a converter station at Keewatinoow in Northern Manitoba. Sodexo's on-site Quality of Life services contract for the Keewatinoow site includes facilities management, catering, housekeeping, maintenance, security, shuttle transport and water treatment,

along with specific responsibilities for the camp office, post office, recreation center and convenience store. The key to securing the contract was Sodexo's ability to tailor its offer to meet employees' expectations for a pleasant working environment and the need for business continuity.



SODEXO'S ABILITY TO
**PROVIDE EMPLOYEES
WITH A PLEASANT
WORK ENVIRONMENT**
HAS BEEN THE KEY
TO SECURING
THIS CONTRACT.



SERVING UP DIVERSITY AND DELIGHT AT UNIVERSITY COLLEGE LONDON (UCL)

Sodexo has won a contract to provide diverse meals and fine dining options for UCL's 25,000 students and 9,000 staff. The contract reflects the shared values of Sodexo and UCL. Both organizations are committed to reducing

carbon emissions from on-site food services and to reaching ambitious sustainable food targets. A fund has also been created to support work placements for UCL students.

IMPROVING ACCESS TO CULTURE IN BRAZIL

IN SUPPORT OF A GOVERNMENT PROGRAM

TO ENCOURAGE CULTURAL ACTIVITIES IN BRAZIL, Saraiva employees received the Sodexo Culture Card. Card holders can now participate in local cultural events hosted by Sodexo affiliates such as bookstores, theaters, cinemas and museums. Additionally, Sodexo's partnership with Catraca Livre, Brazil's largest website based entirely on high quality cultural content, allows Saraiva employees to benefit from the weekly updates from the website.

Taking care of hotel guests in Singapore

An On-Site Services contract will see Sodexo take care of guests at Singapore's newest Holiday Inn Express at Clarke Quay. The contract covers engineering and technical maintenance, housekeeping, cleaning, security as well as beverage and food services. The same client plans to open four additional properties—in Thailand and Indonesia—by the end of 2014.

FUELING TURKEY'S COMPANY CARS

Operators of company car fleets in Turkey are turning to Sodexo's Fuel Pass to save drivers from having to pay for fuel, eliminating the hassle of expense

reports. Launched in November, the automated payment system has won €1 million worth of business from more than 70 fleet operators.

SODEXO'S EXPANSION IN CHILDCARE CENTERS



AS PART OF ITS DETERMINATION TO BECOME THE NUMBER ONE PROVIDER IN THE RAPIDLY-GROWING MARKET OF EARLY CHILDHOOD CARE BY 2024, Sodexo has upped its stake in Crèche Attitude—a leading chain of childcare centers in France—from 75% to 100%. Childcare is a natural extension of the Quality of Life services that Sodexo already provides its clients, both in France and internationally. Crèche Attitude enables its clients to offer their employees a childcare solution adapted to their specific needs, thus contributing to a better work-life balance.

Supporting Thai university students

Sodexo has won a contract to provide technical facilities management, security and cleaning services to the Panyapiwat Institute of Management, a university focused on work-based learning in Pak Kret City in Thailand.

4,000

students attend Panyapiwat Institute of Management.

LOOKING AFTER TETRA PAK® EMPLOYEES IN INDIA

Some 450 employees at a Tetra Pak® production site in Pune in India will benefit from a new facilities management contract with Sodexo. Sodexo teams will provide housekeeping, food, technical and plumbing services. Sodexo has been operating in India since 1999.





EASING THE PRESSURE ON CARLSBERG'S EMPLOYEES

A PARTNERSHIP WITH CARLSBERG WILL SEE SODEXO TEAMS SUPPORTING THE DANISH BREWER'S STAFF AT PLANTS ACROSS EUROPE.

Sodexo will be helping to keep operations running smoothly at 35 Carlsberg sites in 10 European countries. The contract, which follows more than two years of talks, covers catering, cleaning, reception services, logistics management and technical services. The aim is to ease the everyday pressures on the Danish brewer's

employees, many of whom work at sites that operate 24 hours a day, 7 days a week. Both companies are committed to improving employees' Quality of Life, while the conversations at national level with Sodexo country teams ensured that Carlsberg's global and regional cultures were fully understood.



"AN EXTENSIVE PARTNERSHIP COVERING 35 DIFFERENT SITES ACCROSS 10 EUROPEAN COUNTRIES."

Ian Mills, Group Vice President,
Sodexo Worldwide Technical Expertise Platform

ADVANCING WOMEN'S REPRESENTATION ACROSS SODEXO



INTERNATIONAL WOMEN'S DAY in March offered an opportunity to take stock of Sodexo's achievements in terms of women's advancement. Thanks to a strategy of fostering gender balance, women represent 43 percent of the Global Executive Committee and 38 percent of the Board, while the percentage of women in operational roles has risen from 10 percent in 2009 to 17 percent in 2013. Gender balance is supported by training and awareness initiatives, mentoring and developing relevant networks.

WOMEN AT SODEXO

43%

of middle management

54%

of the total workforce

23%

of the Top 300 executives

43%

of the Group Executive Committee

Ensuring health and comfort on a Chilean wind farm

Sodexo will provide food services, cleaning, maintenance and health services for a wind farm project in northern Chile. More than 400 employees of Enel Green Power are building 141 towers for a power line to link 33 wind turbines with the national grid.

REAFFIRMING OUR COMMITMENT TO STAFF WITH DISABILITIES

A campaign entitled **"Making the difference"** was launched in December 2013 to underline Sodexo's commitment to employees with disabilities. The launch, which showcased some of our many success

stories, marked the UN's International Day of Persons with Disabilities. In 2013, Sodexo ranked #1 in DiversityInc Top 50 Companies for Diversity in the U.S. and won France's *Trophée de la diversité*.



DRIVING THE SUSTAINABILITY AGENDA

SODEXO HAS YET AGAIN BEEN INDEPENDENTLY RECOGNIZED AS THE TOP CORPORATE SUSTAINABILITY PERFORMER IN ITS SECTOR.

For the seventh year in a row, Sodexo has been ranked as the best-performing company in its sector for social, environmental and economic performance, according to RobecoSAM Sustainability Yearbook 2014. Considered to be the world's most comprehensive guide to corporate sustainability performance, the yearbook gave Sodexo the

sector's only Gold Class award after achieving an overall score of 80 percent—against an average of 48 percent. The company also received a perfect 100 percent for the positive local impact of its business operations and the highest ranking for social performance—an all more impressive feat given its number of employees, at nearly 428,000.



“WE ARE BOTH PLEASED AND HUMBLED THAT SODEXO CONTINUES TO BE AT THE FOREFRONT OF WHAT IT MEANS TO BE A SOCIALLY RESPONSIBLE AND DIVERSE COMPANY.”

Élisabeth Carpentier, Group Chief Human Resources Officer

LE CONFLUENT

Explore the inner workings of Le Confluent in France and discover how this facility prioritizes the Quality of Life of its patients.

See the *Life Size* section for pictures and testimonials.

ADDRESSING ALZHEIMER'S

With 7.7 million new cases of Alzheimer's disease every year, healthcare providers are turning their attention to providing personalized patient support and increasing the involvement of families and loved ones.

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

PRESENTING MATTHEW HOLT

This expert discusses the role that new technology plays in improving the patient healthcare experience around the world and helping patients take control of their own health.

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

KEEPING AN EYE ON THE CLOCK

Today's forward-thinking hospitals are placing greater emphasis on how a patient's hospital stay is scheduled. The result: an enhanced patient experience that benefits everyone.

Read about it in the *Quality of Life Issues and Topics* section.



THE QUALITY OF LIFE EXPERIENCES
MAGAZINE IS AVAILABLE ON LINE

IN ENGLISH, FRENCH, AND SPANISH ON SODEXO.COM/HEALTHCARE