



# Transforming Healthcare Operations

Enhancing dining and environmental services at  
LA Downtown Medical Center.



# Overview

Faced with rising costs and operational inconsistencies, LA Downtown Medical Center (LADMC) partnered with Healthcare Services Group (HCSG) to implement solutions for their dining and environmental services. HCSG's strategic standardization, enhanced service delivery, and workforce development efforts resulted in improved efficiency, compliance, and resident satisfaction. This case study explores how HCSG's expertise led to lasting operational success at LADMC.

**LADMC serves a diverse population in Los Angeles County, focusing on psychiatric care, rehabilitation, and long-term treatment. It ensures accessible, high-quality healthcare to meet evolving community needs. In addition to its central location, LADMC has facilities in Inglewood, a behavioral hospital with adult daycare services, and West Covina Medical Center, a small community hospital acquired in 2022.**



LADMC faced challenges with rising costs and inconsistent operations across their dining services departments, prompting them to seek an outsourcing partner. HCSG identified an opportunity to expand the engagement by including environmental services, demonstrating its ability to deliver comprehensive solutions across multiple service areas.

Through thorough site assessments and strategic interventions, HCSG streamlined dining and environmental services operations, improved efficiency, and enhanced service quality. The partnership has led to operational improvements and a strong, long-term relationship between HCSG and LADMC.

# Challenges

In June 2022, following the acquisition of West Covina Medical Center, LADMC recognized the need to standardize operations across its three facilities to control costs and improve efficiency. While the initial focus was on the newly acquired facility, the opportunity quickly expanded to include improvements at all three locations, with the goal of creating consistency and maximizing efficiencies in both dining and environmental services.



**Staffing Levels:** Varied staffing levels across facilities led to inconsistent service delivery and potential overtime costs.



**Fragmented Purchasing:** Three different menus at the three facilities resulted in fragmented purchasing and increased food costs.



**Untapped Revenue Potential:** The retail program at the main campus presented an opportunity for revenue growth through enhanced branding and streamlined management.



**Operational Inefficiencies:** The snack program at Ingleside had a significant variance between budgeted and actual costs each month and could benefit from improved cost tracking and operational controls.



**Increased Inventory Costs:** Within environmental services, eight different cleaning products were used for the same purpose across facilities, resulting in increased inventory costs and potential supply chain issues.

## Key Focus Areas:

Optimizing scheduling, strengthening vendor and resource management, and enhancing staff training emerged as key focus areas to address these inconsistencies, which led to higher operating costs and potential disruptions in service delivery.

**"When we first assessed LADMC's operations, we saw an opportunity to bring consistency across all three facilities. By standardizing processes and improving efficiencies, we could ensure a seamless experience for both residents and staff while also optimizing costs."**

**– Jon Jednak, Director of Business Development**

# Solutions

## Assessment

HCSG conducted a comprehensive evaluation of all three facilities, focusing on personnel, equipment, service preparation and implementation, and general sanitation and infection control. This assessment allowed HCSG to pinpoint key areas for improvement and develop a tailored strategy to enhance dining and environmental services operations while ensuring compliance with healthcare sanitation standards.



**"Our goal was to enhance food quality while maintaining fiscal responsibility. By refining portion sizes, streamlining procurement, and implementing structured controls, we created a dining program that balances resident satisfaction with operational efficiency."**  
– Phillip Poon, Director of Operations

## Production

To drive cost efficiencies and improve dining service quality, HCSG standardized menus and procurement strategies, ensuring consistency across all locations while improving cost efficiencies. Strategic adjustments to portion sizes and vendor selection helped control spending, while enhancements to meal preparation processes improved food quality and consistency. In addition, structured cost-tracking measures were implemented to manage expenses within the Ingleside snack program more effectively.

## Service

HCSG focused on refining service delivery, particularly in retail dining and patient meal programs. Improvements to the retail program at LADMC included enhanced branding, operational restructuring, and a more efficient workflow. For patient meal service, HCSG streamlined food preparation and delivery, ensuring consistency in meal quality and temperature control. In environmental services, cleaning protocols were strengthened to address hospital-specific sanitation requirements, including floor care and carpet maintenance, improving overall cleanliness and infection control.



# Solutions

## Staffing

Staff training and development were central to HCSG's approach. Employees across both dining and environmental services operations received targeted training on best practices, compliance standards, and operational improvements. HCSG also created pathways for internal career growth, with team members advancing into leadership positions. Notable success stories include a dietary aide who was promoted to a Certified Dietary Manager, and a dining department manager promoted to Director of Operations through HCSG's structured development program.

**"Investing in people is at the core of what HCSG does. We provided training and career pathways that have allowed employees to grow within the organization. This is a testament to our commitment to workforce development." – Steven Muñoz – Director of Operations**

## Management

HCSG implemented a multi-level management structure to provide oversight and support at every operational level. On-site managers were placed in key positions to ensure daily operations ran smoothly, while district managers provided regional oversight, aligning processes across facilities. Corporate leadership remained actively involved, offering strategic guidance and ensuring accountability. This structured management approach fostered transparent communication with LADMC leadership, enabling quick responses to challenges and continuous operational improvement.



# Key Outcomes

HCSG's partnership with LADMC resulted in transformative operational improvements and long-term success. Key accomplishments include:



**Enhanced financial stewardship** through process standardization, cost transparency, financial efficiencies, and optimized staffing levels.



**Improved service quality** across all three facilities, creating more streamlined and efficient operations.



**Implemented monthly audits** at all locations to address issues immediately and identify areas for improvement.



**Consistently achieving deficiency-free compliance** at all locations to meet CMS and The Joint Commission standards.



**Sustainable food purchasing strategies** to ensure high-quality alternatives that maintain resident satisfaction while reducing expenditures.



**Investment in workforce development** that fosters a culture of growth and engagement by providing employees with advancement opportunities.

By reinforcing its commitment to transparency, responsiveness, and excellence, HCSG and LADMC developed a partnership that supports sustainable operational success and ongoing community impact.



**"Partnering with HCSG has been a game-changer for LADMC. Their expertise in dining and environmental services has not only improved our operational efficiency but also enhanced the overall experience for our residents and staff. This collaboration has positioned us for long-term success, and we look forward to continued growth together."**

**– Vicki Rollins, R.N. , Governing Board Chair**

# Partner Solutions

Is your healthcare facility facing challenges in managing dining and environmental services efficiently? Partnering with experienced service providers can help streamline operations, enhance quality, and drive long-term success.

We understand the complexities of healthcare environments and provide tailored strategies that enhance service quality, ensure compliance, and improve financial stewardship. Contact us today to discover how our comprehensive approach can streamline your processes, reduce costs, and elevate the overall experience for residents and staff.

By partnering with HCSG, you gain access to a team of experienced professionals who deliver exceptional results. We focus on strategic standardization, workforce development, and continuous improvement to ensure sustainable operational excellence.

Let us help you transform your dining and environmental services, creating a more efficient, compliant, and satisfying environment for everyone in your facility.

Go to [hcsг.com/services](https://hcsг.com/services) to learn more.

