Class of 2026 | **AHA Next Generation Leaders Fellow**



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Situation Analysis

A key measure of employee retention at BJC Health is average voluntary turnover. Saint Luke's North Hospital experienced an increase in average voluntary turnover during the first six months of 2025 and identified the environmental services department for targeted intervention.

Project Goals

- Decrease average voluntary turnover in EVS department by 10% within 12 months.
- Improve patient satisfaction with room cleanliness "top box" score upward to 75.85% or 80% within 12 months.
- Maintain EVS employee engagement scores of 87%.

Actions Taken

- Collaborated with talent acquisition team on EVS candidate selection criteria.
- Standardized interview questions, incorporating situational and behavioral questions.
- Used a temporary placement agency to staff temp-to-hire employees.
- Standardized shadowing, onboarding and orientation and ensured consistency for scripting, staff check-ins and stay interviews.
- Offered biannual career advancement and career ladder educational opportunities.

Positive Outcomes

- Average voluntary turnover in EVS department decreased from 54% to 18% within 12 months.
- Patient satisfaction with room cleanliness "top box" score reached 85% after 12 months.

For detailed information, visit:
www.aha.org/center/next-generation-leaders-fellowship

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