

## CASE STUDY

# GROWING CAREERS FROM WITHIN: HOW COMPASS HEALTHCARE BUILDS TALENT PIPELINES THAT STRENGTHEN PATIENT CARE

Across Morrison Healthcare, TouchPoint Support Services, and Crothall Healthcare, Compass Healthcare invests in career pathways and leadership development to build a sustainable future.

### THE SITUATION

Healthcare support services face persistent workforce challenges, including frontline turnover, leadership gaps, and rising onboarding and training costs. In Environmental Services and Food & Nutrition Services, instability directly affects patient experiences, operational continuity, and staff morale. Across the industry, organizations that can attract, develop, and retain talent at every level gain a meaningful advantage.

Compass Healthcare addresses these challenges through a people-first approach embedded across its family of companies: Morrison Healthcare, TouchPoint, and Crothall Healthcare. Rather than treating advancement as a secondary benefit, Compass Healthcare organizations make career development, internal mobility, and leadership readiness core to its workforce strategy. By investing in structured onboarding, targeted training, and clearly defined promotion pathways, Compass Healthcare companies reduce turnover, strengthen leadership pipelines, and create engaged teams that deliver consistent, high-quality service to health systems and patients.

*The training, development, and mentorship that this company has provided across the different sectors has led me to do what I love doing every day: leading winning teams. I am so very grateful for the opportunities and regional support that are available to help strengthen our positions in the industry and give confidence to our clients in choosing Compass Healthcare. Take advantage of every training and opportunity provided; it will strengthen your skill set and give you the confidence to lead our strongest asset- our people- to success!*

– **Sindu Mathew,**  
RDO, Morrison Healthcare  
(Former RDO, TouchPoint Support Services and Morrison Living)

**5+ year average tenure**  
for hourly associates across  
Compass Healthcare  
organizations

**20% reduction**  
in hourly associate  
turnover for key roles

**88% retention rate**  
for salaried leaders  
participating in structured  
development programs

# A UNIFIED TALENT STRATEGY THAT BUILDS LEADERS AND IMPROVES OUTCOMES

## SOLUTIONS

### Closing the Skill Gap and Preparing Future Leaders

Across Compass Healthcare, structured leadership development programs prepare frontline associates and emerging managers to step into leadership roles with confidence. Programs such as TouchPoint's Leadership Academy and Crothall's LEAD initiative focus on inclusive leadership, operational readiness, and practical application. Participants complete skills assessments, individualized development plans, targeted learning modules, experiential job shadowing, and capstone projects that translate learning into real-world impact. These programs create promotion-ready leaders within 6–12 months while strengthening long-term succession planning.

### Investing in Frontline and Emerging Talent

Compass Healthcare organizations emphasize retaining frontline associates by understanding individual strengths, ambitions, and skill gaps. Morrison Healthcare's patient dining development approach pairs personalized learning plans with dedicated training resources, improving confidence, engagement, and service consistency. Programs such as Frontline Elevate and Accelerated Manager pathways help high-potential hourly associates transition into supervisory and management roles, reinforcing the belief that advancement is attainable at every level.

### Structured Onboarding for New Associates

Comprehensive onboarding ensures newly hired or promoted leaders are prepared for long-term success. Through programs like My Great Start Live, Field Core Training, and Accelerated Manager Programs, associates receive peer mentorship, immersive cultural orientation, and hands-on operational training. This provides new leaders with practical knowledge, support networks, and clear expectations. With a clear integrated approach, clients see improved retention, accelerated readiness, and reduced disruption during leadership transitions.

- **90%+ retention** for entry-level managers completing accelerated leadership programs
- **Nearly 1,000 internal promotions** annually across Compass Healthcare organizations
- **Promotion rates up to 4x higher** for associates participating in frontline leadership development programs

## RESULTS

Compass Healthcare's consistent investment in career advancement and leadership development produces measurable results for health systems. Higher retention, stronger internal mobility, and better-prepared leaders create stability and continuity for patients. Associates who see clear growth opportunities are more engaged, more confident, and more committed to delivering high-quality service.

By developing talent from within, Compass Healthcare builds resilient teams, deeper leadership benches, and cultures where associates feel valued and supported. The result is a stronger workforce, improved operational performance, and an elevated patient experience that benefits hospitals, clinicians, and communities.

Discover how Compass Healthcare elevates care across every support service.

[www.compass-healthcare.com](http://www.compass-healthcare.com)

