

Case Study: Retirement Community Industry Improving Resident Satisfaction Scores

Organizational Problems

- ▶ Maintenance work requests received from multiple points of contact
- ▶ Excessive turn-around times for completing work orders
- ▶ Operating in culture of “control” and “need to know basis”
- ▶ Low workforce satisfaction
- ▶ Missed budget objectives
- ▶ Disorganized, excessive and obsolete inventory

Objectives

- ▶ Improve staff satisfaction for this department
- ▶ Reduce or eliminate existing maintenance supply inventory
- ▶ Design a disciplined, preventive maintenance process
- ▶ Better utilize existing staff and software resources
- ▶ Clarify roles and accountabilities

Strategies

- ▶ Gathered information on workforce roles and perceptions of processes and procedures
- ▶ Identified “keep this place running” conditions of satisfaction as a key barrier to greater efficiency
- ▶ Considered available resources
- ▶ Considered outsourcing some of the work
- ▶ Identified unclear objectives and accountabilities as a key barrier to productivity
- ▶ Considered organizational culture to address resistance to change
- ▶ Involved other departments which impacted Maintenance Department work
- ▶ Created a plan to shift organizational thinking from reactive to proactive

Tactics

- ▶ Streamlined dispatching work by redefining work roles, objectives and accountabilities to create a smooth flow of information, requests and updates
- ▶ Designed a new workflow process by distinguishing between different types of work being requested
- ▶ Developed plans for a culture of open communications
- ▶ Developed “in-home, on-time service” conditions for customer satisfaction
- ▶ Designed accountabilities and added functionalities to address different skill sets required for the different types of work
- ▶ Provided a template for improved interactions/requests/role performance

- ▶ Outlined the transition process in a succinct reference document
- ▶ Developed plans for better defining maintenance services provided to residents with the Marketing Department
- ▶ Transferred responsibility for purchasing and inventory to Central Supply
- ▶ Recommended next steps for continuing organizational improvement

Results

- ▶ Reduced cost through better utilization of resources (people, equipment and facilities)
- ▶ Improved customer satisfaction as a result of improved communication, better coordination of work and ability to keep promises
- ▶ Reduced turnaround time on work orders to “same day service”
- ▶ Increased workforce productivity and improved worker satisfaction due to effectively prioritized tasks, clear accountabilities and shared access to important information
- ▶ Captured \$50,000 per year in lost productivity costs
- ▶ Reduced inventory through better vendor relationships and coordination resulting in a \$50,000 savings
- ▶ Eliminated obsolete inventory through returns and equipment auction
- ▶ Improved communication and coordination throughout the process